



# WORLD NEWS

EUROPE

## Serbs keep up hard line on Kosovo

By Guy Dimmore in Belgrade



Mira Markovic, the influential wife of Slobodan Milosevic, Yugoslav president, launched a scathing attack yesterday on the US, comparing it with Hitler's Third Reich, as her husband took a tough stand at a first round of talks on Kosovo with Richard Holbrooke, US special envoy.

At a Belgrade rally of the Yugoslav Left, which she leads in a ruling coalition with Mr Milosevic's Socialists, Mrs Markovic said the US sought world domination, just as Germany had in the second world war.

"Whoever shows disobedience is brutally threatened," she said, referring to Nato's warnings of air strikes against Serbia if it blocks a Kosovo peace deal. "All forms of resistance should be used," she told cheering supporters.

Her hardline speech was mirrored by a tough approach taken by Mr Milosevic in an opening round of talks with Mr Holbrooke.

Attempts to condition a political agreement on our country's acceptance of foreign troops... are unacceptable," Mr Milosevic said in a statement reported by the official news agency, Tanjug. But diplomats said this was the established pattern in encounters between the two well acquainted adversaries. More substantial discussions were expected at a second session last night.

Mr Holbrooke was expected to use the threat of Nato action and the incentive of a partial lifting of sanctions against Serbia in an effort to persuade Mr Milosevic to accept a peace plan for Kosovo tabled by international mediators at negotiations in France last month. Peace talks are to resume in Paris on Monday.

Mr Milosevic has repeatedly rejected proposals for a 28,000-strong Nato peacekeeping force to police an interim autonomy deal, which he says gives too many powers to the province's ethnic Albanian majority.

The rebel Kosovo Liberation Army (KLA) has indicated it agrees to the plan, but its refusal to sign so far

## Brussels on course to win farm reforms

By Michael Smith in Brussels

The European Commission last night appeared to be winning its fight for fundamental reform of the European Union's Common Agricultural Policy, as farm ministers prepared to negotiate into the early hours of the morning in an attempt to thrash out a deal.

Germany and France had argued for the *satus quo* on milk. Yesterday's compromise suggested that countries undertake a review in 2003 "with the aim of allowing the present quota arrangements to run out after 2006".

It also suggested that prices for beef be cut by 20 per cent, less than the 30 per cent sought by the Commission, but at the new level the EU would merely agree to provide storage facilities for the meat and would not buy it as present.

The compromise also included proposals for a 15 per cent cut in milk prices

and a rise in production-limiting quotas of 1.5 per cent for most countries with additional allowances for Italy, the UK, Greece, Spain and Ireland.

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Agreement would culminate more than 18 months of negotiations aimed at agreeing a more competitive farm regime as part of a package of EU reforms enabling the Union to enlarge into eastern Europe. Changes to agricultural aid and budget financing are also being discussed.

Germany yesterday pledged to complete the negotiations on reform of the European Union's finances, farm and structural policies

and German officials said they expected the talks to go into the early hours of the morning, and that they were hoping for a deal. Farm ministers and diplomats from other countries said a tentative agreement was likely this week, although it could take until tomorrow.

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week after next.

The farm ministers were aiming to reach a deal satisfying demands from heads of government for a freeze in agricultural spending between 2000 and 2006 at around the 1999 figure of €40.5bn (£44bn). This would be a change of direction for the common agricultural policy, which has grown in virtually every year since it was formed in 1962. However, yesterday's paper made no provision for cutting direct aid to farmers, one of the ideas under consideration in earlier negotiations.

Germany yesterday pledged to complete the negotiations on reform of the European Union's finances, farm and structural policies

that make up Agenda 2000 on schedule at the special Berlin summit of EU leaders later this month, writes Peter Norman.

Brushing aside speculation the negotiations would have to extend well beyond the March 24-25 deadline, Günter Verheugen, Bonn's minister for Europe, painted an upbeat picture of progress so far. All member states had stressed their determination to reach agreement in Berlin, he said.

It was positive that Germany's compromise proposals on the Agenda had been criticised equally by those countries that wanted to spend more and those that wanted to save more.

Acknowledging that no

compromises had been reached on the critical issues, he said it was in the nature of the negotiations that agreements would only be reached at the summit.

Later, Mr Verheugen also said it would not be necessary for all elements of the Agenda 2000 package for controlling EU spending and restructuring revenues between 2000 and 2006 to take effect at the same time.

He made clear Britain should draw no conclusions for the future of its EU budget rebate from Bonn's decision to fall into line with French wishes and cease pressing for the national "co-financing" of farm budgets.

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## Madrid leads the fight to keep its share of EU's pot of money

In the argument over Agenda 2000 reforms, Aznar cannot afford to lose the funding his predecessor won, David White reports

### Reforming the Union

as Navas del Marqués is a village in the Guadarrama mountains between Madrid and Avila, surrounded by weekend homes. Its permanent population of less than 5,000 multiplies seven or eight times in summer.

Soon, work will start on a sewage treatment plant, needed to meet European Union standards. The EU is funding 85 per cent of the €10.5m (\$11.4m) needed to build it.

It is no more than people have come to expect in Spain, now engaged in a sometimes lonely fight to preserve just this kind of financial support.

In the increasingly tough argument over the EU's Agenda 2000 reforms, Spain is leading the defence of the so-called structural and cohesion funds, the pot of money for reducing gaps in wealth between different EU countries and regions.

These funds take up more than a third of the total EU budget, the largest slice after farming. The beneficiary countries argue that the whole EU gains, through access to growing markets.

But the broad political support that existed at the

time of the last EU financing package has dwindled.

Spain gets more than any other country from these funds. It has been gearing up for two years for the battle to save them, and is having a harder time than expected.

Germany, the chief paymaster, and most other northern members favour limiting the effort over the next seven years to €20bn, below initial European Commission proposals.

Spain is arguing to preserve existing levels, and is resisting attempts to pin them to the average for the 1994-95 financing period. It is defending a ceiling of €28.8bn, almost 20 per cent higher.

Alongside regional and other "structural" programmes, this includes

There was nothing in the

small part of the total. They account for 84 per cent of overall Spanish receipts from the EU. But their symbolic and political significance in Spain is vastly greater.

The fund was a victory won by Felipe González, the former Socialist prime minister, to help poorer members face up to challenges of monetary union

ready for an automatic cut-off once that level is reached. For Mr Aznar, this is Spain's "great challenge" over the next 10 years.

But it is increasingly alone in its campaign. Among the other cohesion fund countries, Greece is not yet in the euro and does not face the same challenge to its entitlement. Ireland is already over the threshold and is less concerned about its minority share of this money than the larger amounts involved in losing its claim to the most generous category of EU regional support.

Portugal, which gets a third of what Spain receives from the fund, is more exercised about the threatened loss of regional support for the Lisbon area, which accounts for over 40 per cent

of its economic output.

Spain is among the countries facing a shrinkage in regional aid entitlements. Up to now, all its regions except Madrid and those nearest the French border have belonged to the main aid group, with income levels below 75 per cent of the EU average.

The northern Cantabria region is set to graduate from that group, and others are close. If the EU fails to settle its differences at the Berlin summit in two weeks and the Agenda 2000 argument drags on past the summer, more Spanish regions could meanwhile cease to have priority status.

Terms for softening the impact by gradually phasing out support have yet to be negotiated. The looming

prospect of EU enlargement means many parts of the present 15-member Union will cease to be eligible for special aid in future financing packages.

"This isn't money guaranteed for ever," warns Eusebio Landaburu, regional policy director at the European Commission.

Ten years after the EU began making a real effort to tackle internal disparities, the weaning-away process will be a new experience.

For many regional and local authorities, life without EU aid has become hard to imagine. Manuel Rosado, mayor of Las Navas del Marqués, can think of no other way his plant could have been paid for. "It would have been impossible," he says.

## Pressure grows on Cresson to resign

By Peter Norman in Strasbourg

responsible for EU external relations.

"These commissioners have since been confronted with new allegations. The CDU/CSU group therefore considers its demands for their resignation have been strengthened and strongly reaffirmed," they said.

But it was Mrs Cresson who appeared most vulnerable yesterday, despite a denial from her office of any wrongdoing.

Pat Cox, chairman of the European Liberal Democrat and Reform group in the parliament, singled out what he claimed were inconsistencies between Mrs Cresson's firm denial of fraud in programmes under her control when giving evidence to the parliament's social affairs committee on January 5, and developments in February when the Commission called in the Belgian authorities to investigate four cases of alleged fraud at Agenor, an external agency running part of the EU's €620m (£675m) Leonardo youth training programme.

Mr Cox's charges were lent support by a letter dated February 18 to Mrs Cresson from Anita Gradin, the commissioner responsible for financial control and fraud prevention, which was circulating among MEPs yesterday.

In the letter to "Dear Edith", Mrs Gradin expressed her "surprise" at remarks of Mrs Cresson in the previous day's Commission meeting when she said she had only been informed of suspected fraud relating to the Leonardo programme on February 16.

To support her case, Mrs Gradin enclosed a copy of a note dated February 10 from another Commission department addressed to Mrs Cres-

## Spain acts against Basque activists

By David White in Madrid

Spanish police yesterday delivered a further jolt to the struggling peace process in the Basque region with a series of arrests in the San Sebastian area, the main operational base of Eta, the armed separatist organisation.

The police swoop followed closely on the arrests in Paris on Tuesday, in a joint French-Spanish operation, of José Javier Arizkuren Ruiz alias "Kantauri", alleged to be the commander of Eta's hit-squads, and five other suspected members of the organisation.

These were the first big actions against Eta on either side of the French-Spanish border since the organisation declared an open-ended ceasefire last September.

Eta has issued several statements in the interim

reaffirming its ceasefire, but has so far stopped short of calling a permanent end to its 30-year armed campaign. It has also declared its intention of maintaining supplies to its units and defending itself if necessary.

Spanish authorities made clear after the ceasefire they would not suspend efforts to track down Eta suspects. But in practice there was a lull in police raids.

The Paris operation coincided with a meeting in the French capital between José María Aznar, Spanish prime minister, and Jacques Chirac, French president.

Shortly afterwards, Spanish paramilitary Civil Guard police also detained a female local councilor belonging to Herri Batasuna, the extremist party linked to Eta, in the region south of San Sebastián.

The subsequent overnight

arrests in the region were the result of a separate surveillance operation. Police were thought to have moved in to prevent the Eta suspects from fleeing in the aftermath of the Paris swoop.

Eta's San Sebastián unit has been regarded as the strongest remaining element of its underground network in Spain. The nine people arrested included two men wanted as Eta guerrillas.

Police also seized weapons and documents, reported to include a list of possible targets.

Eta's political allies protested against a "chain of aggression". Arnaldo Otegi, Herri Batasuna's spokesman, accused Madrid and Paris of "reckless strategy" and "political provocation".

The moderate Basque Nationalist party (PNV), which heads a minority

regional government in the Spanish Basque country, said the arrests would test the peace process. But it also voiced its conviction that Eta would not resume its campaign of terrorist murders.

The post-ceasefire peace process is currently stalled amid continued outbreaks of political street violence and threats, and a stand-off between Basque parties and Madrid over the latter's refusal to contemplate political or constitutional reforms as a trade-off for peace.

The situation differs from that in Northern Ireland - where the peace process has also become bogged down - in that the Basque region has self-governing institutions already in place, with wide-ranging autonomy. In the Spanish government's view, talks on consolidating peace in the region should focus instead on the future of more than 500 jailed Eta members now in prison around Spain.

Although the government has held preliminary contacts with people close to Eta, it is waiting for the organisation to name its representatives for talks. Government officials said they hoped the latest police actions would speed up the process.

This view received firm support from the opposition Socialists.

"We're closer to peace today than we were yesterday," said Joaquín Almunia, the party's secretary-general. However, the arrests have also increased fears that Eta sympathisers may step up acts of arson and sabotage, which have continued sporadically in the region since the ceasefire, so far without fatalities.

## Kremlin protests at prosecutor's return

By John Thornhill in Moscow

President Boris Yeltsin's failing grip on power was thrown into sharp relief yesterday, when the Kremlin was left to protest impotently over the return to work of Russia's public prosecutor.

Yuri Skuratov resigned as public prosecutor under pressure from the Kremlin on February 1 - ostensibly for health reasons - but popped up in his office again on Tuesday, saying he was working according to his "normal regime".

They failed to respond. The entire Commission should try to persuade them to consider their position, he added. Hinting at possible censure motions, such as that which shook the Commission in January, Mr Cox said parliament would have to consider intervening if there was no response to an adverse report.

He was likely to ask his auditors to examine transactions through ECEN-Eurobank's subsidiary, Fimaco.

If the central bank agrees, that could pave the way to a more comprehensive response to allegations about the misuse of national reserves and funds lent to Russia by the International Monetary Fund.

The moderate Basque Nationalist party (PNV), which heads a minority

think we will ask PriceWaterhouseCoopers, our auditors, to carry out a special audit of Fimaco's operations to clear up all doubt, since I see that no one believes us," said Mr Movchan.

Central bank officials have until now kept a low profile in the wake of accusations last month by Yuri Skuratov, the public prosecutor, that they channelled \$50bn through Fimaco.

Political Technologies, said: "The president seems to be less and less in control even of his own spheres of competence. But it is interesting that Skuratov's health has improved at a time when Berezovsky has been sent packing."

Mr Skuratov's reappearance in office also coincides with the return to Moscow of Yevgeny Primakov, prime minister, following a short holiday. Mr Primakov has been urging the public prosecutor's office to crack down on "economic criminals" and root out corruption.

In spite of the growing boldness of Mr Yeltsin's critics, the president may be planning to re-enter the political fray. Izvestiya newspaper reported last night Mr Yeltsin would make an aggressive address this month calling for a relaunch of economic reforms.

There have been rumours Mr Yeltsin wants to fire Yury Berezovsky, the former Communist parliamentarian, as first deputy prime minister in charge of the economy for failing to clinch a deal with the International Monetary Fund.

*Jay M. M. 15/3*

## EUROPE

NATO EXPANSION HUNGARY AND THE CZECH REPUBLIC GRAPPLE WITH PROBLEMS AS THEY - ALONG WITH POLAND - PREPARE TO JOIN THE MILITARY ALLIANCE TOMORROW

# Ethnic dilemma for Budapest

By Robert Wright in Budapest

Karoly Szenti is indistinguishable from a foreigner at least, from any other middle-aged Hungarian. He looks Hungarian, speaks Hungarian and seems more at home than other residents of the Bicske Refugee Reception Station, just outside Budapest.

Mr Szenti is an ethnic Hungarian from Yugoslavia. He fled his home in Serbia's northern Vojvodina province last May after the authorities tried to force him into the army. Other Hungarians at the station tell of similar escapes, but also of brothers who were caught and are fighting in Kosovo. Many have families among Vojvodina's 340,000 Hungarian inhabitants.

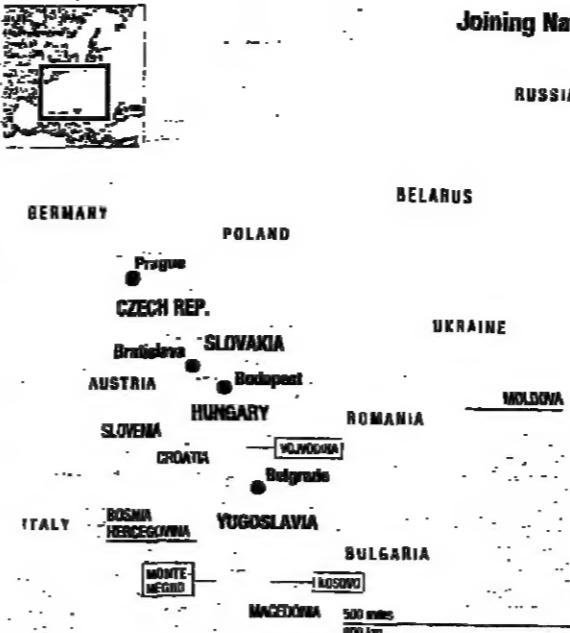
The group embodies some of the dilemmas for Hungary when it joins Nato tomorrow. While the alliance's policy may be to bomb Serbia if it refuses to sign a Kosovo peace deal, the Hungarian government's role will be sensitive. It cannot refuse to help Nato, but will not promise armed peacekeepers.

| Military profiles                           |          |          |
|---|----------|----------|
| Czech Republic                              | Hungary  | Poland   |
| 1997 defence budget                         | \$9,100m | \$3,300m |
| including contracts                         | 43,300m  | 240,600m |
| including contracts                         | 35,000m  | 141,000m |
| including contracts                         | 27,500m  | 141,000m |
| Source: ISS: The Military Balance / 1998/99 |          |          |

vakia and Romania, the countries with the biggest Hungarian minorities, and Slovenia, which, like Hungary, is in fast-track negotiations to join the EU.

In the interim, the government hopes, the example of an economically successful, western-facing Hungary will bring stability to the region.

Relations with both Slovakia and Romania have since improved. The Hungarian government's answer is simple. It supports the Nato membership of many surrounding countries, including Slo-



# Prague security scramble

By Robert Anderson in Prague

The Czech Republic's preparations to join Nato have been overshadowed by a scandal that has raised doubts about the country's ability to keep secrets.

There has been a rush to screen all those who will come into contact with Nato classified information after it became clear that there was a backlog. The national security law, passed late last year, requires everyone to be newly vetted and is far stricter than Nato requires.

The relevance of the screening was called into question in January when the name of a British intelligence official in Prague was leaked to the media, allegedly by disaffected Czech agents in retaliation for his role in the dismissal of the head of the secret service.

Both incidents have been seized on by a media already sceptical about the country's readiness and enthusiasm for Nato.

Unlike the Poles and the Hungarians, the Czechs lack a convincing military tradition. The army did not defend the country from Hitler in 1939 or the Russians in

1968. Although all parties, except the Communists, support Nato, opinion polls show only about 50 per cent backing for membership, with 30 per cent opposed.

Nevertheless, western military experts are upbeat about the country's preparations. "They have made enormous progress, a quantum leap," said a US government official.

The country will initially contribute to Nato about 400 troops for rapid reaction operations, including a chemical protection unit. By 2003 it expects to contribute a mechanised battalion.

But western experts are worried that the armed forces still require substantial investment at a time of economic recession.

The military budget was increased this year to 1.9 per cent of gross domestic product, or Kč37bn (\$1bn), and is set to reach 2 per cent next year and thereafter.

However, most of this is eaten up by personnel and housing costs and there is little money for new procurements, particularly as the air force is committed to paying Kč30bn for 72 domestically produced L-159 light attack aircraft in the next four years.

## NEWS DIGEST

### TAXATION PROPOSALS

#### Bonn admits error over energy reserves taxes

The German finance ministry yesterday conceded that its forecasts of the effects of plans to tax reserves built up by the country's energy industry had been misleading.

A ministry spokesman said tax changes proposed by Oskar Lafontaine, the finance minister, would cost the industry DM21.3bn (£10.9bn, \$12bn) over 10 years. Until now it had been using an estimate of DM10bn, without making it clear this was over four years only.

The new figure is closer to the DM25bn the energy industry says it will have to pay if the tax changes go through in their current form. But industry leaders yesterday said while they were glad that the finance ministry was "coming closer" to their assessment, they remained resolutely opposed to the tax changes.

On Tuesday, the energy industry pulled out of separate talks on a schedule for closing Germany's 19 nuclear power stations until the tax reform issue was resolved. People familiar with the tax reform talks said the government had produced no breakdown or substantiation of the forecast cost of taxing reserves. "The finance ministry appears not to have done its homework," an industry executive said.

Frederick Stidemann, Berlin

### EUROPEAN DEFENCE ALLIANCE

#### US warns of 'risks and costs'

The US yesterday warned Europe of the "risks and costs" of creating stronger European defence capacity in terms of the danger of alienating American opinion as well as of higher military spending.

While expressing strong US support for the planned European Security and Defence Identity (ESDI), Strobe Talbott, deputy secretary of state, issued a caution. "If ESDI is misconceived, misunderstood or mishandled, it could create the impression – which could eventually lead to the reality – that a new European-only alliance is being born out of the old, transatlantic one." Some US politicians in Congress seem all too ready to misconstrue ESDI to wash their hands of Europe, according to US officials.

Speaking at a Nato conference organised by the Royal United Services Institute in London, Mr Talbott also expressed concern that the European Union's ambitions to play a defence role should not sideline those European countries outside the EU, such as Norway and Turkey, as well as Poland, Hungary and the Czech Republic, which are due to join Nato tomorrow. David Bucken, London

### TRADE DEFICIT WIDENS

#### Romania GDP shrinks 7.3%

Romania's official recorded economy contracted by 7.3 per cent in 1998, according to official statistics published yesterday. The figure surprised analysts, who had been forecasting a 4 per cent drop in gross domestic product. In 1997 Romanian GDP fell by 6.6 per cent to \$35bn.

Romania's continuing difficulties were underlined by the latest trade figures, which show that in 1998 the country ran a trade deficit of \$3.52bn, against 1997's trade deficit of \$2.85bn. Last year Romanian exports fell by 1.6 per cent year on year and imports rose by 4.8 per cent year on year.

The country's deteriorating economic performance has brought unemployment. The national jobless rate rose from 11.1 per cent in January to 11.8 per cent in February. Most of the job losses result from government efforts to restructure the state-owned sector.

February's inflation rate was 2.9 per cent. The finance ministry predicted that inflation would reach 32 per cent by Christmas. In 1998 inflation was 40 per cent.

Romania is in talks with the International Monetary Fund and the World Bank about new loans.

Joe Cook, Bucharest

### PETROLEUM FUND

#### Norway invites bids

Norway's central bank yesterday invited external managers to submit bids for up to five mandates, with each mandate to manage at least \$200m of the country's Nkr171.8bn (\$22bn) petroleum fund, the investment vehicle for its oil revenue surplus. The move is the last of four planned rounds of bidding for the management of the fund's assets, which were opened up for placements in international equities last year. Before that, the fund only invested in interest-bearing instruments managed by the central bank and one external bond manager.

The bank plans to award the mandates by the fourth quarter of 1999. The results of the previous offer of mandates, for the active management of bonds representing less than 10 per cent of the Nkr103bn bond portfolio, will be announced towards the middle of this year.

Valeria Sköld, Oslo

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## ASIA-PACIFIC

ISLAND TENSIONS ESTRADA BACKS AGREEMENT ALLOWING JOINT MILITARY EXERCISES AFTER CHINA BUILDS ON REEF

# Manila urges US role in Spratly dispute

By Peter Montagnon and Tony Tassell in Manila

Joseph Estrada, Philippine president, called yesterday for closer ties with the US amid growing tensions in the South China Sea over the disputed Spratly Islands. Mr Estrada said the need for Washington to hold the balance of power in the region had been reinforced since the "sudden" construction last year of a large structure by China in Mis-

chief Reef in the Spratlys. His call came as Manila identified newly built structures in a previously undeveloped part of the Spratlys, which has been claimed by eight countries. Mr Estrada is also battling to push a controversial agreement through the Philippine Senate which would allow large-scale joint exercises with the US on Philippine soil.

Although described by one analyst as merely a "collective visa arrangement", the

accord signed in February last year is highly controversial in the Philippines, where memories linger over the presence of US bases until their 1991 eviction – enthusiastically supported by Mr Estrada. "Then I was fighting for national sovereignty. Now I'm fighting for national security," he said in an interview with the Financial Times.

"I am afraid of what China is doing there in the Spratly Islands in Mischief Reef," he said.

It was still not clear which of the claimants was behind the new structure at Lizard Webber Reef but added it was further indication of a "construction boom" in the Spratlys.

The Philippines is now aiming to step up efforts to resolve the dispute with China over the Mischief Reef site, according to Domingo Siazon, the veteran Philippine foreign affairs secretary. He said the country would try to raise the issue at an Asia-Europe meeting later this month in Berlin. The move, however, has attracted fierce opposition from China, which has resisted any multilateral discussion of the Spratlys issue.

Mr Siazon said Philippine and Chinese officials would also meet later this month as part of a "confidence-building exercise" between the countries. He said the Philippines would continue to seek joint use of the Mischief Reef area with China as a way of resolving the dispute while putting the issue of ownership to one side.

## NEWS DIGEST

## PARLIAMENTARY APPROVAL

## Path cleared for Thai privatisation programme

Thailand's parliament yesterday gave final approval to a bill to make it easier for the government to privatise a host of state-owned companies. The bill was the third of 11 significant new economic laws the government has been able to push through the country's ponderous parliamentary process.

Final approval was given by the elected lower house to an amended version of the law that had been passed by the appointed upper house after being initiated by the lower house.

The privatisation bill allows the government to transform state enterprises controlled directly by government ministries into limited-liability companies, dividing their capital value into shares. These shares, or a portion of them, can then be sold to private investors.

Changes made by the Senate include taking the privatisation process out of the hands of the finance ministry and putting it under the control of the prime minister, and stipulating that representatives of both the supervising ministries and state enterprise workers sit on the committees that will design the privatisation of each individual state enterprise. Ted Bardacke, Bangkok

## STOCK INDICES

## IFC readmits Malaysia

The International Finance Corporation, a unit of the World Bank, has readmitted Malaysia into its indices following the relaxation of capital controls last month. Analysts expect the move to make Malaysian stocks more attractive to foreign investors.

Malaysia was removed from the IFC and other internationally followed indices after it imposed capital controls last September to curb the flow of speculative funds, which were blamed for fluctuations in the stock and currency markets.

The Malaysian central bank says there are signs the country would be reinstated into the Morgan Stanley Capital International family of indices soon. Analysts expect this to happen within the next few months. In February Malaysia lifted a one-year moratorium on the repatriation of funds invested in shares, replacing it with an exit tax in a bid to woo back investors. T. J. Tan, Kuala Lumpur

## INTERNET IN CHINA

## Gates offers cheap access

 Bill Gates, chairman of Microsoft, the world's biggest software company, yesterday unveiled a new software operating system that will allow Chinese access to the internet through their televisions. The main selling point of the Venus system was that the software needed for television access to the internet can be loaded into a single box, which costs considerably less than a personal computer. A Microsoft spokesman estimated the cost of the boxes as low as RMB1,500 (\$181), against RMB10,000 for a typical personal computer.

The boxes could accommodate a video compact disc player, a low-end personal computer and a web browser, executives said. Microsoft's software product for the Chinese market is expected to be ready for release at the end of the year.

Companies with plans to roll out Venus devices included Taiwan's Acer, Philips Consumer Electronics of the Netherlands, and China's Legend Holdings and Stone Electronic Technology and Haier Group, Microsoft said.

"Our goal is very aggressive goal, and that is to introduce millions and millions of people to computers and to the internet," Mr Gates said at a ceremony in the southern city of Shenzhen. James Kyne, Beijing

## INDONESIAN VIOLENCE

## Police fire on Ambon rioters

Indonesian troops fired on tens of thousands of rioters in Ambon city yesterday, killing two and injuring at least 50. Fighting between thousands of Christians and Moslems armed with Molotov cocktails, machetes and spears broke out in the morning and went on for most of the day in the 2,300km east of Jakarta.

Elsewhere in the Indonesian archipelago Moslem protesters again marched in protest at the military's failure to stem the violence in the eastern island. In Bandung, 140km south-east of Jakarta, 1,000 demonstrators called for a holy war and the resignation of armed forces chief General Wiranto.

The latest violence came as the World Bank warned in a report that political uncertainty could delay already fragile prospects for an economic recovery. Reuters, Jakarta

## Currency tremors hit 'island of stability'

China is under mounting pressure to devalue, write James Harding and James Kyne

Pressures are mounting for a devaluation of the renminbi, China's currency.

The economy, praised by Robert Rubin, the US Treasury secretary, last year as "an island of stability", is looking less and less stable and the fate of the currency has for the first time been explicitly linked by a senior official to overall economic performance.

The no-devaluation pledge, which has gradually been watered down from the immutable commitment in the interests of Asian recovery made nearly two years ago, is now being expressed in terms of China's chief domestic priorities: social stability and economic growth.

The outlook for the economy is bleak. Economists, both Chinese and foreign, believe that China's growth last year was probably several percentage points lower than the 7.8 per cent officially claimed.

Exports rose by just 0.5 per cent in 1998, down from a 20.9 per cent climb in 1997. In the past few months, exports have posted sharp year-on-year declines and January's trade surplus of \$1.5bn was far below the \$4bn recorded in the same month a year ago.

Foreign direct investment last year was put at \$16.5bn but officials expect inflows to fall off sharply this year, perhaps to as little as \$12bn.

Two-thirds of all China's important manufactured goods are in oversupply, price deflation has run into its 17th month and consumer demand is described by the prime minister, Zhu Rongji, as "feeble" despite repeated interest rate cuts over the past two years.

Loss-making state enterprises are slipping deeper into debt and are generating millions of redundant workers. According to respected Chinese economists, there are more than 100m unemployed in the rural hinterland and perhaps another tens of millions out of work in the cities.

But, worse than all this, none of the strategies China is using to reinvigorate the economy appears to hold out

promise of sustainable success.

Efforts to expand consumer spending, which accounts for around 50 per cent of gross domestic product, have been undermined by the pursuit of another top policy – the reform of state industries. Such reforms slash the housing, medical care and education subsidies that state sector employees have enjoyed for decades. Redundancies are also com-

mon. Under such circumstances, many people are reluctant to spend, even if interest rates are low, economists said.

"It will be very difficult to stimulate consumer demand this year," said Wang Zhenzhong, a senior economist at the Chinese Academy of Social Sciences.

Mr Zhu indicated in a speech to the National People's Congress (parliament) last week that such enterprise reforms would not be postponed. He said lending to industries troubled by oversupply should be stopped. Barring a few exceptions, no new industrial development projects should be approved in 1999.

The other policy used to stimulate growth, a fiscal package directed mainly at infrastructure spending, is also compromised.

For one thing, the RMB100bn (\$12.1bn) infrastructure bond issue launched last year appears too modest – when compared with RMB3.354bn in total industrial output last

year – to provide more than a transient fillip to a few industries.

In addition, China's ability to issue more infrastructure bonds this year and beyond is limited by a high level of national debt service charges. Last year, 60 per cent of money raised through sale of Treasury bonds went to cover costs of existing debt, official figures show.

Even if China does decide to issue another tranche of infrastructure bonds, officials said this cannot be relied upon as a long-term policy. Much of the RMB150bn budget deficit in 1998, up 57 per cent from last year, is expected to be channelled towards welfare for laid-off workers, pay rises for public servants and debt service coverage, rather than for infrastructure spending.

N one of these structural inadequacies, however, signals that Beijing is about to devalue, only that as the year wears on the temptation to do so may intensify.

"As a last resort, the government could consider devaluation of the renminbi," said a senior official, who declined to be identified. "But this would be dependent on the performance of the national economy and on the situation with social stability."

Rising crime, street demonstrations and riots in parts of China already suggest that economic hardship that may have been won-

is biting. If concerns over social instability grow, so too will pressure on the exchange rate.

The main gain from deva-

lution would be the possibility of improved exports. China would also become cheaper for foreign investors some of whom are currently withholding investments because they believe Beijing may default.

Devaluation would also

relieve the pressures on core

sectors of industry, such as

steel and shipbuilding,

which have lost not only

overseas sales but also

domestic business to Japan

and Korea rivals. At

the same time, a weaker cur-

rency would reduce the

incentives that drive two of

the most common illegal eco-

nomic activities: smuggling

in cheap foreign goods and

leaking out billions of dol-

lars in hard currency.

But the disadvantages

could also be considerable.

A devaluation could knock

the Hong Kong dollar off its

peg

against the US dollar, precipitating a fall in asset and stock values in the former British colony. It would increase the costs of servicing China's foreign debts, applying more pressure to some Chinese companies with domestic currency revenues and sizable foreign bor-

rowings.

It could also trigger another round of currency depreciations in the Asian region, thereby negating any

commodity competitiveness benefit that may have been won.

markets of liquidity and put further downward pressure on domestic Chinese share prices.

Securities houses in Shanghai welcomed the move to grant them access to the interbank market for the first time in a move to boost liquidity in the stock markets.

The plans to open a new source of funding are intended to answer the concerns of stockbrokers after the introduction of China's Securities Law cuts off access to funds held in client accounts.

Zhou Zhengqing, chairman of the China Securities Regulatory Commission (CSRC), was quoted yesterday in the Shanghai Securities News as saying that the decision to open the interbank market to securities houses was also considerable.

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commodity competitiveness benefit that may have been won.

A glut in office space in Central, the city's prime business district favoured by multinationals, has pushed office rents down by 40-50 per cent from a 1997 peak.

Still, some local economists argue that wage cuts at Hong Kong's small and medium-sized companies amount to a cut in labour costs of nearly 15 per cent.

"There's not just asset deflation. There's also wage deflation, but Hong Kong's wage cuts don't hit the headlines," says Dong Tao, an economist with CS First Boston.

A survey by Watson Wyatt, the consulting firm, found that a quarter of the city's large employers say they have frozen wages in 1998.

That may be good news for Hong Kong in the long term, but as deflation becomes so much a part of the daily drama, it may take longer for the economy to rebound.

By Ted Bardacke in Bangkok and Jim Kelly in London

A senior partner working in the Thai office of accountants Deloitte Touche Tohmatsu was shot dead yesterday in an apparent professional assassination.

Michael I. Wansley, 58, a partner with the firm in Australia based in Melbourne, was sitting in a van in central Nakorn Sawan province when he was shot between six and eight times by a gunman riding pillion on a motorcycle, a common tactic of hired killers in Thailand.

The other three people in the van, all Thais, were unhurt, police said. He was travelling to visit a sugar company whose court-supervised debt restructuring he was assigned to oversee.

Mr Wansley was assigned by creditor banks to plan the restructuring of three related sugar mill companies owned by the Siriviriyakul family. They have a combined debt of about \$450m which is in arrears.

In a January interview, Mr Wansley said the likely option for the mills was to find a new investor to pump in capital – Australian sugar refiners, among others, have been looking at acquisitions in Thailand – a move which he recognised would lead to existing shareholders seeing their holdings reduced considerably. A final restructuring plan was due to be presented to the court in mid-April.

In recent days senior members of Thailand's political establishment have made violent comments about foreigners and their attempts to acquire Thai companies via strengthened bankruptcy laws.

## China increases brokers' liquidity

By James Harding in Beijing

China will allow securities brokerages access to funds from the interbank market for the first time in a move to boost liquidity in the stock markets.

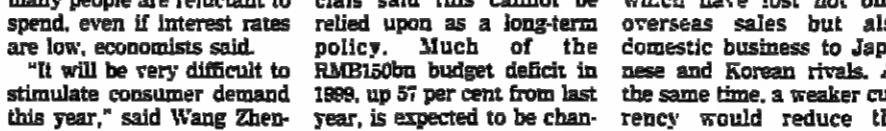
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Zhou Zhengqing, chairman of the China Securities Regulatory Commission (CSRC), was quoted yesterday in the Shanghai Securities News as saying that the decision to open the interbank market will greatly help brokerages to obtain the funds necessary for their operations.

Separately, several former officials at Guangdong International Trust and Investment Corporation (Gitic), the indebted fund-raising arm of the Guangdong provincial government that filed for bankruptcy earlier this year, are being investigated for corruption.

Wang Qishan, the executive vice-governor of Guangdong, was quoted in a financial magazine as saying that "some high-level managers are under legal investigation". They were not identified.

 Zhu Rongji, Chinese premier



## THE AMERICAS

# Amateur web trading rise worries US

By Louise Kehoe  
in San Francisco

The growth of "day trading" via brokerage web sites - which is fast becoming a popular hobby among internet users in the US - is raising increased concerns among US regulators and lawmakers.

California's state Senate Finance, Investment and International Trade Committee yesterday became the latest government body to take up the issue with hearings focused on the growth of online trading and concerns about consumer protection.

The California hearings come as the state of New York is investigating E Trade, one of the largest online brokerages, for a series of service disruptions last month. New York has also created a task force to probe a broad range of internet consumer problems.

The National Association of Securities Dealers, which has expressed concerns about whether consumers fully appreciate the risks of rapidly purchasing and selling stocks, was due to testify at the hearings in Sacramento yesterday.

Among the issues worrying regulators and lawmakers is the promotion of day trading as a route to quick profits by some online brokerages.

Web sites that enable users to buy and sell stocks for just a few dollars per trade have spawned the phenomenon of amateur day traders, who typically spend several hours a day online. Many know little about the companies whose stocks

they trade, but simply trade on movements in stock prices.

California's Department of Corporations was expected to warn state lawmakers yesterday that some online brokerages are encouraging consumers by offering instructions on how to engage in day trading, without warning about the financial risks.

Last month similar issues were raised by four US Congressmen, who asked the Securities and Exchange Commission to investigate.

"We are concerned about the capacity and other operational problems afflicting online trading systems and the adequacy of investor education and risk disclosures with respect to online trading," the congressmen wrote.

Representatives John Dingell, Ron Klink, Ed Markey and Edolphus Towns said the Senate permanent subcommittee on investigations might hold a hearing on online trading.

Arthur Levitt, chairman of the SEC, has also warned consumers about the risks of online trading.

"Online investors should remember that it is just as easy, if not more so, to lose money through the click of a button as it is to make it," Mr Levitt said in a statement released in January.

The SEC says by the end of this year as many as 10m investors will be using online investment web sites. Trades through online brokerage accounts already make up about a quarter of all retail stock transactions in the US.

## On the web today

- Mexico abuzz at prospect of election's unlikely bedfellows
- Chile cuts rates again
- Washington's big spenders ponder financial balancing act once again

<http://www.ft.com/americas>

REPUBLICAN RACE CANDIDATE TAKES EXPLORATORY STEP IN BATTLE FOR PRESIDENCY BUT NOW MUST FACE A WITHERING SCRUTINY

# Dole offers a break with tradition

By Gerard Baker in Washington

In the topsy-turvy world of today's Republican presidential politics, an inverse relationship seems to operate between the amount of campaigning effort put in by candidates and their standing in the opinion polls.

George W. Bush, the governor of Texas, who until last week had cheerfully dodged questions about whether he even planned a presidential attempt, has been out in front for nearly two years and is the firm favourite for the party's nomination for next year's election.

At the other extreme, Lamar Alexander, one-time governor of Tennessee, who formally opened his second shot at the nomination this week, has been in a more or less continuous campaign for the past six years, yet few polls give him more than 6 per cent of the vote.

Elizabeth Dole, who announced yesterday she was joining the thickening ranks of Republican hopefuls by forming a "presidential exploratory committee", fits the pattern neatly.

Two months ago, she began dipping a toe in the electoral waters, yet polls suggest she is already the clear challenger to Mr Bush, well ahead of the other half dozen candidates.

Behind Mrs Dole's strong showing so far lie two main

factors: her name and gender. The wife of Bob Dole, 1996 Republican nominee, her family connections, like those of Mr Bush, give her that elusive advantage in the early stages of a presidential race name recognition.

Better still, in a Republican party which seems to have gone out of its way in the past few years to alienate female voters, she offers the tantalising prospect of the first woman president in the country's history.

Put another way, her emergence gives Republicans an intriguing opportunity both to follow past form in anointing a member of the high political establishment and at the same time, break dramatically with tradition in picking the ultimate outsider in a male-dominated party.

But that prospect may have served her well in the phony war to date, she will now start to face the scrutiny that has withered many a good candidate before her.

Since she stepped down from the presidency of the American Red Cross in January, she has been productively testing a putative campaign theme in Iowa and New Hampshire, where the first two contests of the primary season will take place next February.

At a supposedly non-political event in Ames, Iowa, last month, she outlined that theme. A large crowd of



Elizabeth Dole stirring Republican hearts

by girlish giggles, goes down well with the friendly mid-westerners.

Her direct interpersonal manner needs work. In the company of real people she seems a kind of cross between Margaret Thatcher and Al Gore. But the message is clearly conservative - a long, pained yearning for better days past.

"This country, which has come so far, has lost so much," she tells her audience, bemoaning the lack of individual responsibility which she says has produced drug abuse, crime, declining educational standards and a "pornographic culture".

The message is clearly intended to blunt the Democrats' claim that under President Bill Clinton, the country has achieved unparalleled prosperity, and at the same time draw oblique attention to the moral flaws that have been much on display in the White House in the past year or two.

Yet the country has heard it before - from her own husband, in fact, four years ago, caricatured at the time as a "campaign for a better yesterday".

It did not seem to work then, and with the economy in better shape today, drug abuse and crime falling, Mrs Dole will have to work hard to convince Republicans that it will work any better in the year 2000.

about 2,000 braved bitter weather to hear her lecture to the state university's centre for women in politics.

It was an appropriate setting. Like Mr Bush, Mrs Dole is trying to marry her instinctive conservatism to an inclusiveness that has been lacking in conservative Republican politics.

In Mr Bush's case, that means saying positive things about ethnic minorities and women. In Mrs Dole's case,

it means pointing to her own successful career to demonstrate that the party is not

hostile to ambitious and independent women.

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## INTERNATIONAL

# Emerging markets 'pose hidden risks'

By Alison Maitland in London

Multinational companies lost more than £15bn (\$23m) last year by ignoring or underestimating corruption, bureaucracy, organised crime and other non-conventional risks in emerging markets, according to a report to be published this week.

Merchant International Group (MIG), the UK-based risk consultancy that wrote the report, says the losses equate to an average 8 to 10 per cent erosion of companies' expected returns from foreign direct investment.

The figure is based on responses from 7,500 multi-

national companies based in the UK, continental Europe, Scandinavia and the US. According to the MIG research, 84 per cent of operations initiated in emerging markets in the past three years have not met financial targets. Of these, 26 per cent have failed.

MIG attributes 25 per cent of the £15bn-plus losses to bureaucratic delays and differences in business methods, 25 per cent to bribery and corruption and 25 per cent to organised crime, extremism or terrorism.

A further 10 per cent is put down to poor selection of business partners and 10 per

cent to unfair competition.

Relying on traditional risk analysis from banks and credit rating agencies is no longer enough, the report says. "Companies ignore the less fashionable exotic subjects such as culture, nationalism and religion at their cost."

Many of these "grey area" risks are increasing, says Stuart Poole-Robb, the consultancy's chief executive.

The real cost of crime and terrorism was estimated at nearly £1bn last year, a 20 per cent increase on the previous year, as companies spent more protecting their interests or failed to achieve projected revenues.

Organised crime will pose a greater threat as it becomes more sophisticated, the report says.

"With over 4,000 individual groups of all nationalities, losses can be expected to become significant if the corporate issue chooses to ignore this issue."

Other growing problems include business cynicism, particularly prevalent in Asia, and fraud.

"Many company directors don't have a clear idea of what is going on in their overseas markets," says the report.

A significant number of companies, prior to the eruption of the Asian financial

crisis, steadfastly continued to deny to their own headquarters that a crisis existed.

Identifying and evaluating hidden risks facing investments will need to become more sophisticated, it says. "Companies (shareholders) will not be able to afford or countenance the losses recorded here this year."

For a second year, Pakistan heads the MIG league of riskiest countries for UK multinationals. Indonesia rises from third to second place and Russia from fourth to third.

Mexico carries the greatest risks for US multinationals, followed by Russia and China.

Mr Poole-Robb expects significant improvements in the next year in Thailand, Malaysia and the Philippines, but believes Indonesia, Japan and China will take longer to recover.

Eastern Europe, particularly Russia, is faltering and Africa and the Middle East are "very worrying", he says.

In Latin America, he sees Argentina, Brazil and Chile as markets with promise, despite the fallout from the US's problems.

Costs of trouble abroad, Page 22

## Algerian regime's man runs on the reconciliation ticket

Roula Khalaf on the presidential frontrunner who wants to bring peace to a bitterly divided country

**A**bdelaziz Bouteflika, a leading contender in Algeria's presidential elections, broke his silence yesterday to portray himself as a man seeking to reconcile the army, the Islamists and the secular society.

In his first interview during the campaign, the man seen as the army's candidate in the April 16 elections said that, as president, he would open a dialogue with anyone who could contribute to resolving the Algerian crisis. He did not exclude former representatives of the banned Islamic Salvation Front (FIS), the party which had been poised to win the 1992 elections cancelled by the army.

"Algeria today needs every citizen who believes in peaceful pluralism," he said. "Algeria belongs to all Algerians regardless of their political programme, inclination or ideology as long as they abide by the principles of the constitution and the laws of the republic."

Mr Bouteflika, 62, was foreign minister in the Boumedienne regime of the 1980s and 1970s. He was nominated

as candidate for the presidency by the National Liberation Front (FLN), the former ruling party. He has also won the support of another pro-regime party, and that of a small legal Islamist party.

But his candidacy has been highly controversial. Public support from some powerful retired generals fuelled suspicions that his election was being stage-managed. Following loud criticism of Mr Bouteflika in recent weeks and splits in two of the parties backing him, divisions began also to emerge within the army over his candidacy.

Mr Bouteflika insists he is his own man but that he wants the support of institutions such as the military, political parties and civil society in an effort to win the trust of both the Algerian people and the army.

He revealed that in 1994, the army had called on him to assume the presidency, but that he had declined because all his conditions were not met.

For Algeria's rulers, Mr Bouteflika is a safer pair of

hands than other candidates and a smooth diplomat who might improve the country's tarnished image abroad.

He made no secret that he shared many of the army's policies. He said the most pressing issue would remain the fight against "terrorism and violence" but without "weakness or excess."

While many in the opposition believe that ending Algeria's crisis requires a gradual return of the army to barracks, Mr Bouteflika sees the military establishment today as playing a key role in efforts at national reconciliation. The army, he said, should be credited for holding the country together, and as "the engine for the promotion of a nascent democratic culture."

His approach is first a dose of realism manifested by his description of the crisis which the government has tried to understate as a "national catastrophe". He also believes that the regime's restoring of parliament and municipal councils in recent years could not alone return Algeria to peace.

"Society has been so traumatised and torn apart that new institutions alone, however necessary, are not enough to reconcile the country with itself," he said. "For this, trust must be re-established between the people and the new institutions."

How would he try to re-establish this trust? A broader dialogue will certainly mean rehabilitating the FIS. But it could lead to talks with individual leaders or members who can influence extremist armed groups.

Mr Bouteflika would also introduce measures to promote reconciliation and forgiveness. He praised for example a recent govern-

ment decree promising to indemnify families of victims of terrorism as well as relatives of people who have disappeared after being taken by security forces. "The problems are difficult. They are tragic. But a national solution exists. It must be found, by the support of some, the contribution of others and the generosity of the entire population," he said.

Restoring confidence in the economy and creating jobs at a time when social pressures are intensifying – and the price of oil and gas on which Algeria depends is in collapse – are an essential part of the solution to Algeria's crisis.

Mr Bouteflika spoke of the need to diversify the economy. He said changes were needed in the banking and financial sectors and to streamline the legal system and the bureaucracy.

To have a chance to work for national reconciliation, Mr Bouteflika has his work cut out in coming weeks.

While trying to create a stronger base within the regime, he also has to alter the perception that he is being imposed from the top and win the trust of a large section of the population in a credible election.

## WORLD TRADE

## ONLINE SALES RESEARCH STUDY FORECASTS RAPID GROWTH OVER NEXT FIVE YEARS

## Digital music market 'will be worth \$4bn'

By Alice Rawsthorn in London

Nearly \$4bn worth of music will be sold over the internet, or other digital distribution systems, in five years' time, according to a new study by Music Business International (MBI), the research consultancy.

The development of the online market is one of the most important issues facing the global music industry. It threatens to destabilise the balance of power by triggering a steep increase in piracy and enabling both record companies and recording artists to bypass traditional retailers.

Forecast music sales by value via internet (\$m)

|             | 1998  | 99    | 2004    |
|-------------|-------|-------|---------|
| World total | 142.8 | 348.4 | 3,805.8 |

Worldwide market for music (\$m)

|              | 1998     | 99       | 2004     |
|--------------|----------|----------|----------|
| Retail value | 40,094.2 | 41,032.1 | 47,588.1 |

Source: MBI

The online market is still in a fledgling state. MBI's new World Report 1999, compiled from data supplied by Market Tracking International, estimates that nearly \$143m-worth of music was sold on the internet last

year. Almost all those purchases were conventional compact discs or cassettes bought by mail order from retail web sites such as CD Now and Amazon. The online market was also heavily dominated by the US

which accounted for \$125m-worth of total internet sales, compared with just over \$13m from Europe, the second-largest region.

Internet sales are expected to rise rapidly over the next few years, as computer usage increases and record companies introduce direct digital delivery systems, whereby consumers can download digital versions of recordings directly onto their home computers from web sites. The "big five" multinational music groups – Universal, Sony, Warner, EMI and Bertelsmann – are starting a digital distribution test with IBM in San Diego,

California, this summer, and plan to launch similar systems nationally this autumn.

MTI's data suggest that internet sales will more than double in value to \$346m this year and total \$3.9bn in 2004.

The US contribution to the online music market will be worth \$2.8bn that year, and Europe's \$834m.

The vigorous development of the internet music market will take place against a backdrop of relatively modest growth in total music sales and corporate turmoil across the industry as Universal absorbs the old PolyGram group and EMI continues to remain solid.

As a result, the global music market is expected to grow from \$40bn in 1998 to \$41bn this year and to \$47.5bn in 2004.

MBI World Report 1999 is available for £595 from MBI Ltd, 7 Archway Business Centre, Wedmore Street, London N19 4RU. Tel: 0171 263 1363.

## Weakening demand worldwide looms for Italian textile machinery manufacturers

Peter Marsh reports on the fragile export prospects for a world leader in the field

**F**rancesco Lonati, chairman of Lonati, one of Italy's biggest textile machinery companies, does not know whether to laugh or cry.

His family-owned company, the world's biggest maker of sockmaking equipment, is predicting a surge in orders this year for a new type of machine that makes socks in a single step rather than requiring the normal additional procedure of sewing up the toe.

But while Mr Lonati, 88, hopes to sell 2,000 of these systems by the end of the year at \$27,000 each, considerably boosting his customers' productivity, the company reckons its overall sales of hosiery production machinery will be down 10 per cent on the £400bn (£205m, \$224m) reached last year because of wider problems in the textile industry.

Such similarly mixed emotions are the norm in much of the rest of the Italian textile machine industry, which vies with Japan for being the

world's second biggest after Germany. Italy is responsible for an estimated one sixth of the world's \$22bn a year output of textile machines.

But while the Italian industry, which exports two thirds of its output and employs 26,000 people in 350 companies mainly in the north of the country, has recovered strongly from the weak worldwide economic conditions in the early 1990s, output last year dipped an estimated 7 per cent from the £7.17bn in 1997.

This year, Ermanno Rondi, president of Actim, Italy's textile machine trade association, says the industry will "do well just to reach the same output as last year".

In 1998, Asia accounted for nearly a quarter of the exports of Italy's textile machine producers. Europe was responsible for nearly half Italy's exports, and North America 17 per cent.

But weakening demand in the main textile production countries in Asia – which

include China, India, Taiwan, Thailand and Indonesia, together estimated to account for about 40 per cent of the world's textile manufacturing capacity – looks likely to push textile machinery exports to this part of the world much lower this year.

And the machinery makers cannot expect much better from other regions which looked promising earlier in the 1990s, but where demand has been hit more recently by broader economic problems affecting the countries in question.

In Russia and Mexico, everything [in terms of orders] has stopped," says Alberto Sacchi, managing director of HTP, a textile group which makes printing equipment, and exports three quarters of its £30bn annual sales.

But some companies in the industry have managed to refocus their export strategies towards parts of the world whose textile industries are growing.

At MCS, a family-owned maker of dyeing equipment, expects

this year to expand its 1998 sales of £20bn by a fifth, helped by stronger export sales – which last year accounted for 70 per cent of turnover. MCS's equipment uses computers to calculate the performance of individual machines in a textile factory, so helping to boost productivity.

Protti, a family owned maker of knitting machinery, expects to keep its sales this year at about £100m, roughly similar to last year, but suffer a fall in profits as a result of the weaker economic climate, according to Luca Protto, managing director. The company last year sold 60 per cent of its production outside Italy – with 15 per cent going to the US, where it started exporting as recently as 1991. In recent years, Protto has increased its development spending to make its knitting machines capable of turning out more intricate designs of fabric, and work faster under electronic control.

"We have a development team of 35 people, of whom 12 are software specialists,

## NEWS DIGEST

## US-CANADA TALKS

## Last-minute bid to settle magazines dispute

US and Canadian officials are due to meet in Washington tomorrow for negotiations aimed at heading off a simmering trade dispute over Canada's policy on foreign magazines. After several months of delay, Ottawa is planning to push through parliament this week controversial legislation that would effectively prohibit so-called split-run magazines, which are separate Canadian editions of foreign-owned publications. The US has threatened to respond with sanctions that would raise tariffs on a variety of Canadian imports. A series of meetings over the last month has failed to bridge the gap between the two sides. On Friday the US is expecting a Canadian response to proposals floated in those meetings.

The US is understood to have outlined a package of amendments that would change Canada's investment rules to allow joint ventures between foreign and Canadian publishers, and exempt smaller circulation magazines from the ban on split-run editions. Edward Alden, Toronto

## WTO RULINGS

## India complies on patents laws

India yesterday fell in line with World Trade Organisation rulings by amending its patents legislation to allow exclusive marketing rights for agrochemical and pharmaceutical products, as a prelude to the eventual introduction of product patents. Parliament's lower house ratified an earlier ordinance to the same effect issued in January, meeting a WTO order that India have the amendment set in law before April 19. The amendment, which aroused strong political opposition in India, gives pharmaceutical and agrochemical companies the sole rights to market in India products they have patented.

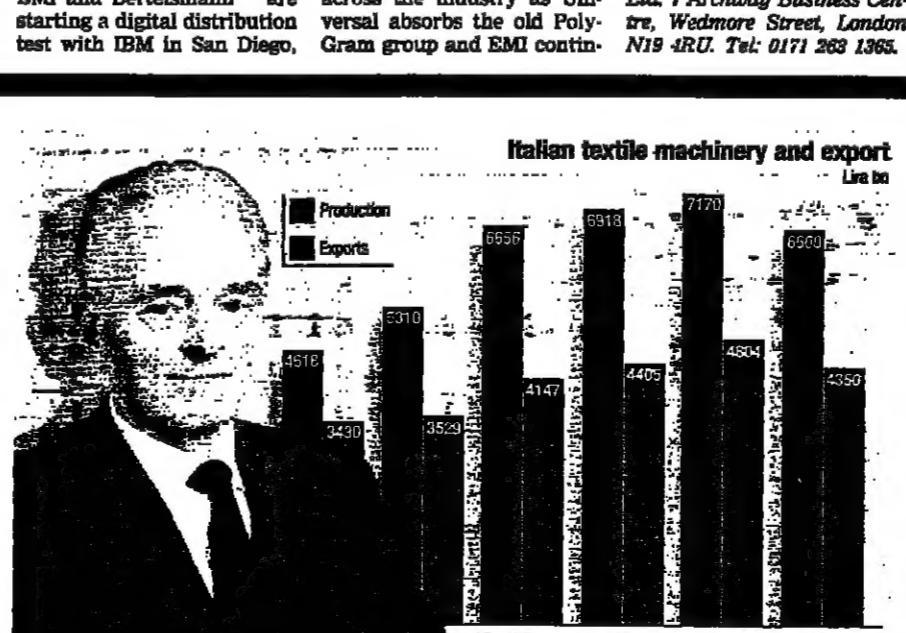
The amendment meets an earlier commitment to the WTO to accelerate moves towards the introduction of product patents in these sectors, which had enjoyed patent protection only for manufacturing processes – spawning widespread local copying of patented drugs and related products. India is also committed to introduce full product patents by 2005. Mark Nicholson, New Delhi

## HIGH-TECH

## European market to grow 8%

Western Europe's information technology and telecommunications market is expected to grow by 8.2 per cent this year, according to a report by the Frankfurt-based European Information Technology Observatory.

That growth will be fuelled by the Year 2000 computer date problem, the introduction of the euro, mobile communications and "explosive growth" in electronic commerce. However, growth this year will be lower than in 1998 when the European market grew by 8.9 per cent outperforming the US and the rest of the world. The slower growth mainly reflects falling telecommunications prices as competition increases in newly liberalised continental European countries. In a special section of its annual report published yesterday, the Observatory notes that certain areas of electronic commerce are approaching "critical mass" in Western Europe with 47 per cent of companies now using the technology, up from only 6 per cent two years ago. Paul Taylor, London



Gianni Pilenga, a senior manager, expects sales this year at the company to be slightly higher than last year's £60m, mainly on the back of good prospects in European countries such as Spain and France. Mr Pilenga, whose company exports two thirds of its production, says MCS has been quick to spot opportunities for sales in small markets around the world. "We have sent our salesmen to a number of places like

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## BRITAIN

COMPETITION POLICY PARTY'S COMMITMENT REMAINS FIRM DESPITE CHANGES AT TOP OF MINISTRY

# Onslaught begins on 'abuses of market power'

By Deborah Hargreaves  
in London

The British government is to reform competition policy in an effort to liberalise markets in the UK and take the politics out of merger decisions.

The government has also launched a study of prices charged by British retailers and how they compare with those overseas. Ministers have long been critical of high consumer prices and competition authorities are investigating pricing by supermarkets, car dealers,

the private health care sector and over-the-counter medicines.

"It is wholly unacceptable that consumer goods can still cost twice as much in Britain as in America," said Gordon Brown, Britain's chancellor of the exchequer, in his Budget statement to MPs on Tuesday.

The study of international price comparisons will ensure that competition authorities can identify markets that need their attention. The Labour government came to power with a commitment to reform com-

petition law. The party's manifesto pledges to "adopt a tough 'prohibitive' approach to deter anti-competitive practices and abuses of market power".

The commitment has survived the change of leaders at the trade and industry department, which is responsible for competition policy and which has had three heads since the election. Stephen Byers, the current industry secretary, is a strident reformer who wants to get away from the party's interventionist past.

Mr Byers yesterday

announced proposals to remove the right of ministers to make the final decisions on company mergers and give it to an independent body. "The uncertainty which is created by having a politician with the final right to intervene is not helpful to the climate we want to establish," he said.

Businesses needed confidence that decisions were not taken for short-term political considerations, Mr Byers said. The merger authorities would be able to refer a small number of cases to ministers if there

was a clear public interest issue involved, such as in the defence industry.

The Office of Fair Trading, the UK's competition watchdog, is to receive a 20 per cent boost to its resources and will be told to root out cartels more actively rather than acting on complaints.

From March next year, the watchdog will be able to fine companies up to 10 per cent of turnover for breaching competition law. Welcoming the new measures, it said: "For the past 25 years the Oft has had to work with outdated and gentlemanly

rules which have hampered any kind of rapid action on cartels or monopoly abuses."

Mortgage and credit lenders will have to provide more details for consumers. The government will implement a European Union directive which means annual mortgage rates are calculated in the same way across the EU and UK borrowers will be able to compare rates with France and Germany. City regulators will also publish league tables of costs and charges in savings, insurance and pensions products.

"This government is putting the needs of consumers at the heart of our competitiveness agenda," Mr Byers said. "Knowledgeable consumers stimulate businesses to innovate and so contribute to competitiveness. But equally, we won't allow consumers to be ripped off."

The government asked the energy regulator to look into electricity standing charges which vary by as much as 15 per cent around Britain. Ministers also said there would be a review of water companies and the lack of competition in the market.

## Minister attacks prices comparison campaign

By David Wighton,  
Political Correspondent

The campaign on consumer prices launched yesterday by Stephen Byers, chief industry minister, was privately attacked by a fellow minister as "seriously misguided".

The minister told the Financial Times that there were problems in some markets - such as car retailing - but there was "evidence that there is widespread lack of competition in the UK which is leading to excessive prices".

He said international comparisons were extremely "hazardous" but most statistics suggested UK prices were relatively low compared with other European countries. "The US has lower prices but that is a rather special case and compared with similar countries Britain comes out pretty well," he said.

A report from the European Commission last year showed UK prices were the fifth-lowest of the 15 member countries. They were 12 per cent below the EU average and about 20 per cent less than France and Germany. Only Spain, Portugal, Greece and Luxembourg were lower.

Provisional results from a 1998 study by Eurostat, the EU statistics office, showed UK prices were lowest for fish, clothing, footwear, fuel, power, furniture, household textiles, recreational equipment, books, newspapers and magazines.

The findings are expected to be reinforced in a study by the Organisation for Economic Co-operation and Development, to be published next month. This will show that a representative basket of food costing £100 (\$161) in the UK would cost £128 in France, £123 in Germany but £91 in Portugal.

The gap between prices in the UK and France and Germany is expected to have narrowed since 1996 but the OECD will say this is largely due to the rise in sterling.

UK retailers, who believe they have been unfairly targeted by the government, will seize on the study. They say that where UK prices are higher, it usually reflects higher costs rather than lack of competition.

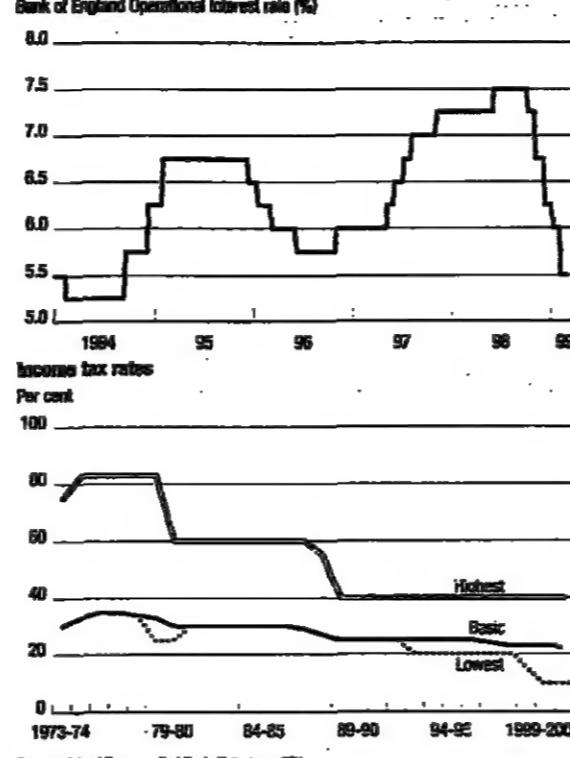
The British Retail Consortium yesterday criticised the chancellor of the exchequer's comments that consumer goods in the UK were twice the price of those in the US. It said that Gordon Brown took "no account of such factors such as VAT [value added tax] at 17.5 per cent compared to the US goods tax of about 5 per cent, higher excise duties, higher fuel taxes resulting in higher transport costs and much higher property costs faced by UK retailers".

John Clark, chief executive of Dixons, the electrical goods retailer, welcomed Mr Byers' review. But he added: "It is important that they should research not just prices paid by consumers but also the factors that contribute to comparative prices in different markets such as retail rents and rates, petrol and other distribution costs, VAT and other purchase taxes and labour costs. Such a study should also examine the prices charged by manufacturers to retailers."

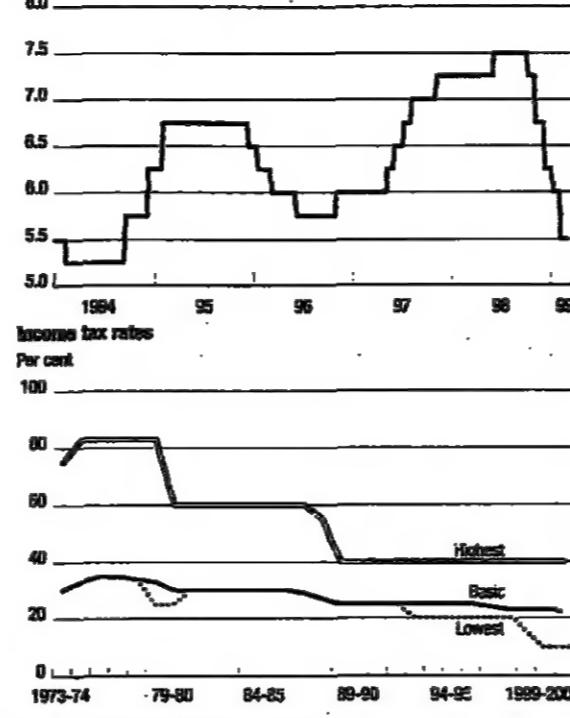
Samuel Brittan, Page 12  
Comment, Page 21  
London Stocks, Page 32

## Gordon Brown's 'solid foundation'

Bank of England Operational Interest rate (%)

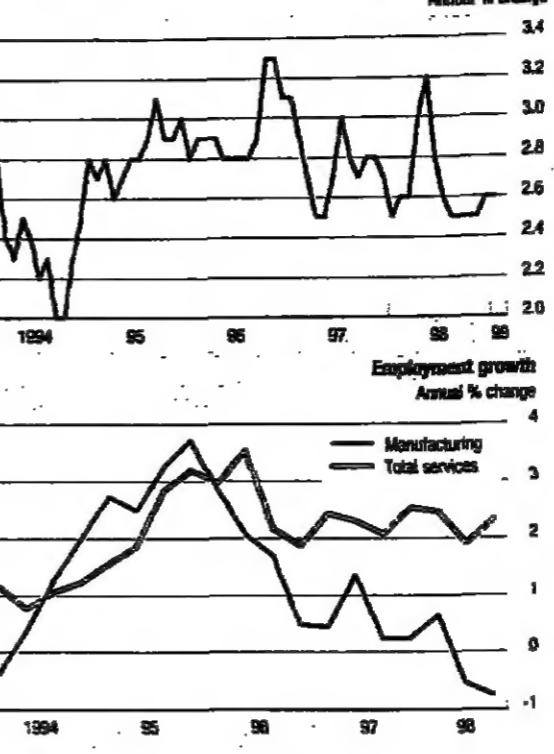


Income tax rates (%)



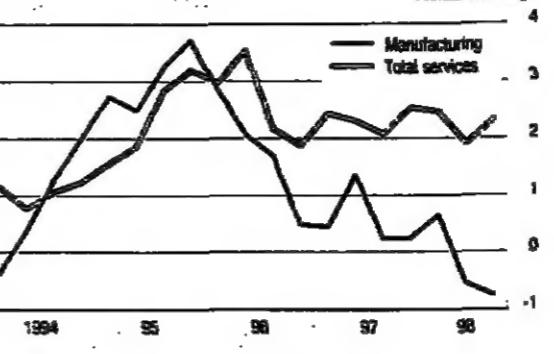
## Inflation (CPI)

Annual % change



## Employment growth

Annual % change



## US-style state aid to be aimed at small businesses

By Susanna Voigt in London

The government yesterday promised £100m (\$161m) of new money for the Small Business Service, the body announced in the Budget as a champion for small business in government. The body will be similar to the Small Business Administration in the US.

The government also announced details of a £26m fund to help small manufacturing companies bring their ideas to market, plans to allow more investment in research and development; tax breaks to encourage experienced managers to join higher-risk companies and new measures for corporate venturing.

Organisations representing small businesses broadly welcomed the measures - but said much needed to be done to ensure the details

were right. "These things could live or die by the details," said one. Details of the announcements, foreseen in Tuesday's Budget, are:

- The new Small Business Service will have £100m to spend over three years. It will offer an automated payroll system for all new small and medium sized enterprises from April 2000; support the Inland Revenue in providing business support; give advice on Customs and Excise; and enable internet filing of tax returns.

- The £26m for manufacturing companies - to be provided over three years - will be part of the Smart scheme which helps firms research, develop and acquire technologies. From next month the scheme will be expanded to provide special assistance for the first time to the smallest "micro" companies.

and individual investors.

- Proposals to encourage more investment in research and development are a new volume-based tax incentive for smaller business spending and new rules on the treatment of intellectual property, simplifying the existing structure.

- A new Enterprise Management Incentive Scheme, to be introduced next year, will help small companies recruit and retain key staff by giving targeted tax relief for share options. The scheme will be aimed specifically at higher-risk trading companies with gross assets of £15m or less. Up to six key employees will be able to participate.

- New corporate venturing measures will encourage existing larger companies to invest in and become involved with small higher risk companies.

## Chancellor changes his tune for different audiences

The Budget neither expands nor contracts the economy, and will have little effect on interest rates, writes Robert Chote

Was Tuesday's Budget expansionary in its impact in the economy or contractionary? For Gordon Brown, the chancellor of the exchequer, the answer seems to depend on who is asking the question.

In his statement to the House of Commons, the UK central bank, was cutting interest rates.

Britain's fiscal and monetary policies - often at odds in previous economic cycles - are now working together to promote growth with low inflation," he said.

Financial market participants took the chancellor at his word, promptly scaling back their expectations of interest rate cuts over the coming months by about an eighth of a percentage point.

They assumed that if the chancellor was boosting economic activity with tax cuts and higher public spending, the Bank would have less

scope to cut rates. But by yesterday morning, Mr Brown was whistling a different tune. He dismissed City talk of an expansionary Budget and said that fiscal policy was tighter than at the time of his pre-Budget report last November.

"That is something the Bank of England will clearly want to look at with interest," Mr Brown added.

It is understandable that Mr Brown should wish his fellow politicians to see the Budget as an expansionary giveaway and the financial markets to see it as a net tightening, leaving the way open for further interest rate cuts. But which is true?

At first glance, the Budget looks expansionary. The net impact of the tax cuts and public spending increases announced on Tuesday is a

boost to the economy of £1bn next year, £1.4bn in 2001-02 and £2.5bn in the likely election year of 2002-03. Hence Mr Brown's reference to the £26m boost to purchasing power.

But this ignores the impact of tax increases announced in last year's Budget or yet to take effect. These rise from a net £3.7bn next year to £7.7bn in 2001-02. The biggest contributors are real increases in fuel duty and changes to the corporation tax regime.

Putting Tuesday's measures together with the pre-announced changes, there will be a net tightening of £2.6bn next year, £3.6bn in 2001-02 and £4.1bn in 2002-03. These net tax increases outweigh the expected growth in the economy, so the cur-

rent tax burden will rise as a share of national income from 39.2 per cent this year to 39.7 per cent in 2003-04.

But looking at cash figures for tax revenue and public spending does not necessarily give a fair picture of the

text in government borrowing, excluding the impact of the economic cycle.

On this definition, fiscal policy has tightened by a relatively sharp 1 per cent of national income into the current financial year. It will

than expected in November, but this is more than offset by lower debt interest payments (because of lower inflation and interest rates).

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text in government borrowing, excluding the impact of the economic cycle.

The tightening into next year is fractionally greater than that expected in November's pre-Budget report.

But in none of the next five years is fiscal policy expected to tighten or loosen by more than half a per cent of national income. And in no year has the estimated change in the fiscal policy stance been revised by more than a fifth of a percentage point since November's pre-Budget report.

So the boring truth is that this budget is neither an expansionary giveaway nor a punitive tightening.

It is broadly neutral, suggesting there should be little impact on interest rates either way.

Tax revenue looks weaker

than expected in November, but this is more than offset by lower debt interest payments (because of lower inflation and interest rates).

The gap between prices in the UK and France and Germany is expected to have narrowed since 1996 but the OECD will say this is largely due to the rise in sterling.

UK retailers, who believe they have been unfairly targeted by the government, will seize on the study. They say that where UK prices are higher, it usually reflects higher costs rather than lack of competition.

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Mr Brown said smuggled tobacco and cigarettes accounted for about 10 per cent of the UK market.

Tobacco taxes, which raise more than £2bn a year in the UK, were increased by 5 percentage points above the rate of inflation in this year's Budget.

"I'm not going to allow a policy we've formulated for good health reasons to be undermined by organised crime," Mr Brown said.

Most of the activity is in hand-rolled tobacco, which comes in smaller shipments from Belgium, brought over by cross-Channel operators paying lower levels of excise duty outside the UK.

The amount lost in

tobacco duty has risen to £1.5bn (\$2.4bn) a year, a figure the tobacco industry believes underestimates

Minister  
attacks  
prices  
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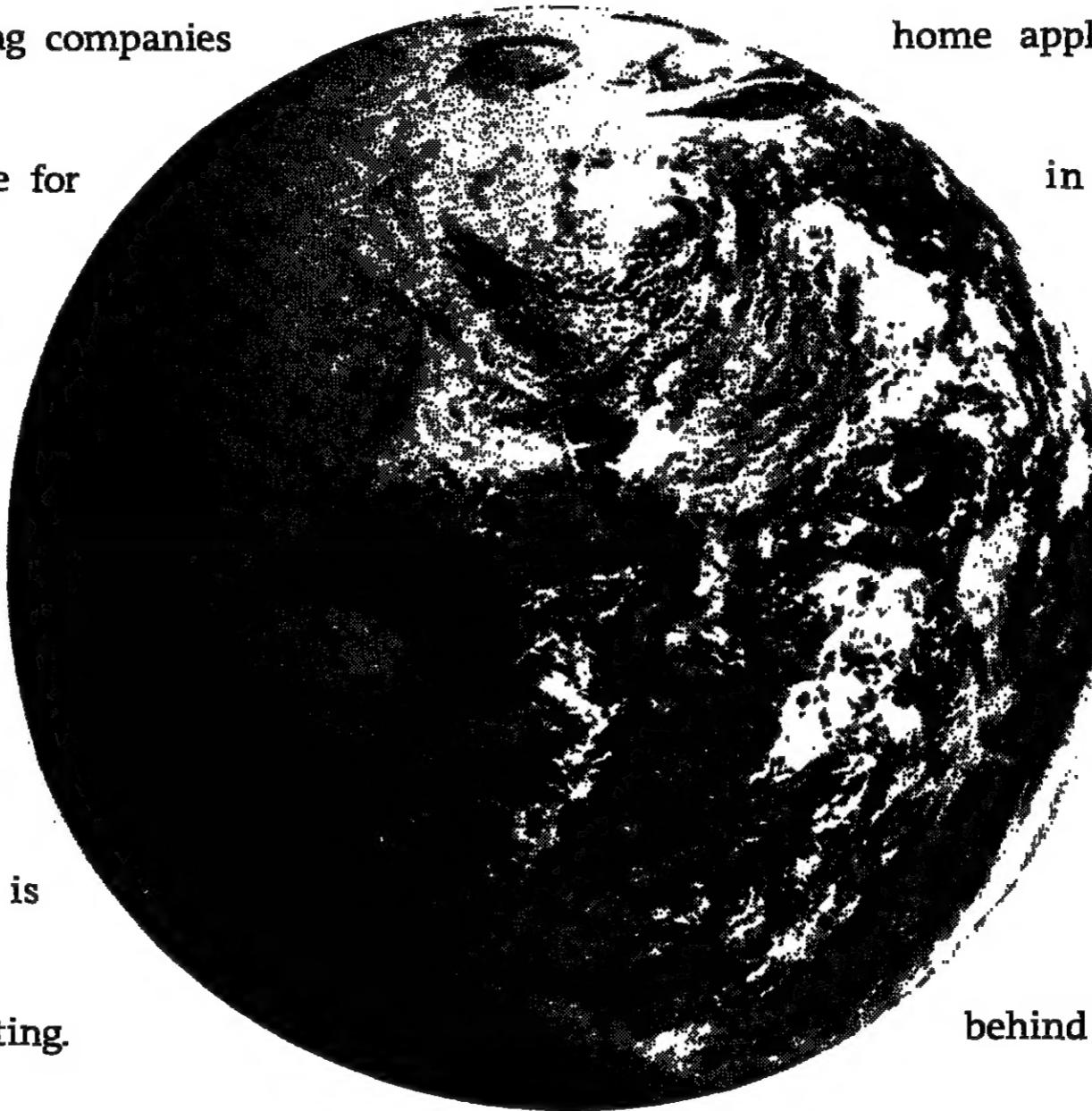
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## BRITAIN

GSP CONGRESS TO HEAR PROPOSAL FOR REGION TO JOIN LIST OF TARIFF-FREE TERRITORIES

## US trade boost urged for Ireland

By John Murray Brown  
In Belfast

A bill to meet Northern Ireland's claims to special trade relations with the US is likely to go before Congress soon.

The bill promoted by Jim McDermott, a Democratic congressman from Washington state, suggests that Northern Ireland should go on the list of 140 countries and territories that currently enjoy tariff-free status for some 4,000 manufactured products entering the US - the so-called generalised system of preferences.

The bill also proposes the establishment of a Northern Ireland investment fund, guaranteed by the US government, targeted at small businesses. In addition, the legislation calls for the refinancing of the existing International Fund for Ireland, which receives state funds from the US, Canada and the European Union. An earlier plan was to set up a free trade agreement with Northern Ireland along the lines of the US's trade pact with Gaza - the Palestinian self-rule area. But William Daley, the US commerce secretary, during a trip to Bel-

fast, Northern Ireland's principal city, last year said this was "a very long shot". Even the more modest proposal to give Northern Ireland GSP status has received a cool response in Northern Ireland and in the Republic of Ireland. The scheme would cover the six border counties of the Irish Republic worst hit by the impact of sectarian violence.

Paul Gorecki, director of the Northern Ireland Economic Council, a think tank, said such an aid programme was out of step with the region's attempts to wean itself off government subsidies.

ROVER UNIONS SAY QUICK ACTION WILL END UNCERTAINTY IN FACE OF HUNGARY OPTION

## Speed urged in BMW aid decision

FT Reporters  
in London and Budapest

Trade unions at the Rover car company yesterday urged UK ministers to decide quickly on an application for £200m (\$322m) in aid for its Longbridge factory after Joachim Millberg, chairman of parent group BMW, confirmed there will be a new generation of models.

But Mr Millberg left open the question of whether successors to the Rover 200 and 400 would be built in England or Hungary.

"The sooner the government confirms sizeable financial support, the sooner

the uncertainty that has hovered over Longbridge and the workforce for far too long can be removed," said Tony Woodley, chief motor industry negotiator for the Transport and General Workers Union.

People close to the negotiations believe the government response will be rapid. They suggest it could be delivered in time for a BMW supervisory board meeting on Wednesday. There could be a final verdict shortly afterwards, possibly at the German car maker's annual results conference at the end of the month.

Helmut Panke, BMW industrial relations director, said at the Geneva motor show that there is "a prejudice" in favour of Longbridge. But executives are striving hard to convince UK ministers that investigation of an alternative site for the project in Hungary is not just a paper exercise.

An official in Hungary's economics ministry said BMW had not made a formal approach and would be offered only normal investment incentives.

Hungary had no passenger car industry under Communism but it has become one of the drivers of the country's strong economic

## Accounting body defends reporting rewrite

By Jim Kelly,  
Accountancy Correspondent

The Accounting Standards Board will today republish its controversial framework for the future of financial reporting and, despite a substantial rewrite, will insist it has stuck to its guns in the face of critical attack.

When the board published its draft statement of principles in 1996 it prompted an unprecedented attack from

Ernst & Young, one of the largest accountancy firms in Britain, that academic theorists were using the UK as a "testbed".

Sir David Tweedie, board chairman, yesterday said: "The dog-eared accounting concepts used in the 1980s were simply not up to the task of dealing with the transactions of the late 20th century and had to be replaced."

Despite the rewrite and

reaffirmation of traditional principles, the new draft will be seen as a sign that the board is determined to continue with modernisation.

Ron Paterson, technical partner at E&Y and the man who led the attack in 1996, said: "We are glad this thing is finally out - especially as it has taken three years and Sir David says he hasn't changed it. We will be studying it."

E&Y's defence of historical

cost accounting and its insistence that the ASB was heading towards implementing more current cost accounting prompted complaints that the board was experimenting with UK business.

"Although that draft attracted more letters of comment than any other document published by the ASB, important aspects of the draft were not well understood - which to some extent obscured the debate," said Sir David.

At the time, in a heated public debate, Sir David scorned E&Y's rebuttal of the draft. Eventually the document was withdrawn to be redrafted. E&Y alleged that the board planned to elevate the importance of the balance sheet over the profit and loss account by making annual accounts a statement of asset valuation rather than historical record.

## NEWS DIGEST

## PRIVATISED RAIL COMPANIES

## Operators criticised in train derailment report

Privatised railway companies were criticised yesterday in a report on the derailment of a freight train in the London suburbs two years ago. The Health & Safety Executive ordered improvements in the management of railway safety after its investigation revealed a catalogue of failures. Seven wagons of a 19-wagon train were derailed, injuring four people in workshops under a viaduct at Bexley in south-east London.

The primary cause was poor track condition, while one wagon was overloaded and the train was exceeding the speed limit, the investigation found. But "the underlying causes of the accident were failures in management of safety by Railtrack and its contractors", the report said. Training of the driver was inadequate and no reassessment was made by Connex South Central, the train operator and a Vivendi offshoot. Charles Batchelor, London

## RACIAL DISCRIMINATION

## Blair in 'zero tolerance' pledge

There will be "zero tolerance" of racial harassment and discrimination in all public services including the state health service, Tony Blair, the prime minister, told the House of Commons yesterday. His comments came as a government education inspector said many schools were "institutionally racist" and allowed ethnic minority pupils to under-achieve.

The claim was made at the launch of a report by the Office for Standards in Education, which says Pakistani, Bangladeshi, black Caribbean and gypsy traveller children are not making adequate progress.

Cllr Gould, Ofsted head of secondary school inspection, said English schools were guilty of unwitting "institutional racism" - the term recently used in criticism of London police in a report about the murder of a black student in a London street. The National Association of Head Teachers

said "such unfounded allegations make no positive contribution to solving a longstanding and highly complex situation".

## FOOD POISONING

## E.coli outbreak 'under control'

Health chiefs in north-west England were confident yesterday that they had controlled an outbreak of E.coli food poisoning which affected 38 people. Six people, including four children, were still in hospital. All the patients are believed to have picked up the infection from milk. Dr Peter Tipplady, director of public health with North Cumbria Health Authority, said: "The fact that the number of people being admitted to hospital is falling shows that the prompt action has been effectively controlling the outbreak."

Genetically modified crops pose unknown risks to wildlife and ecosystems in the British countryside, experts advising the government told MPs today.

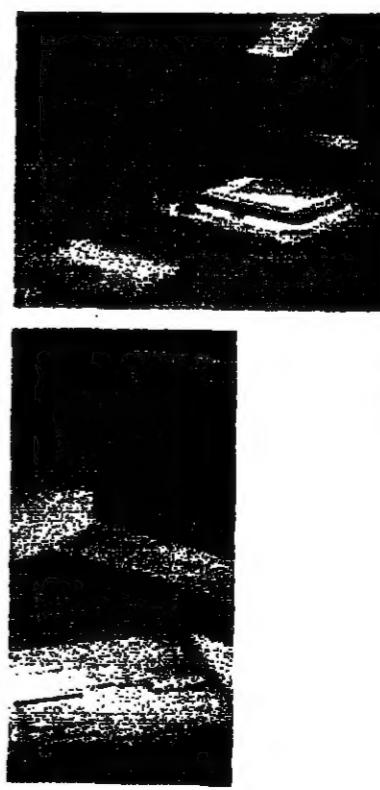
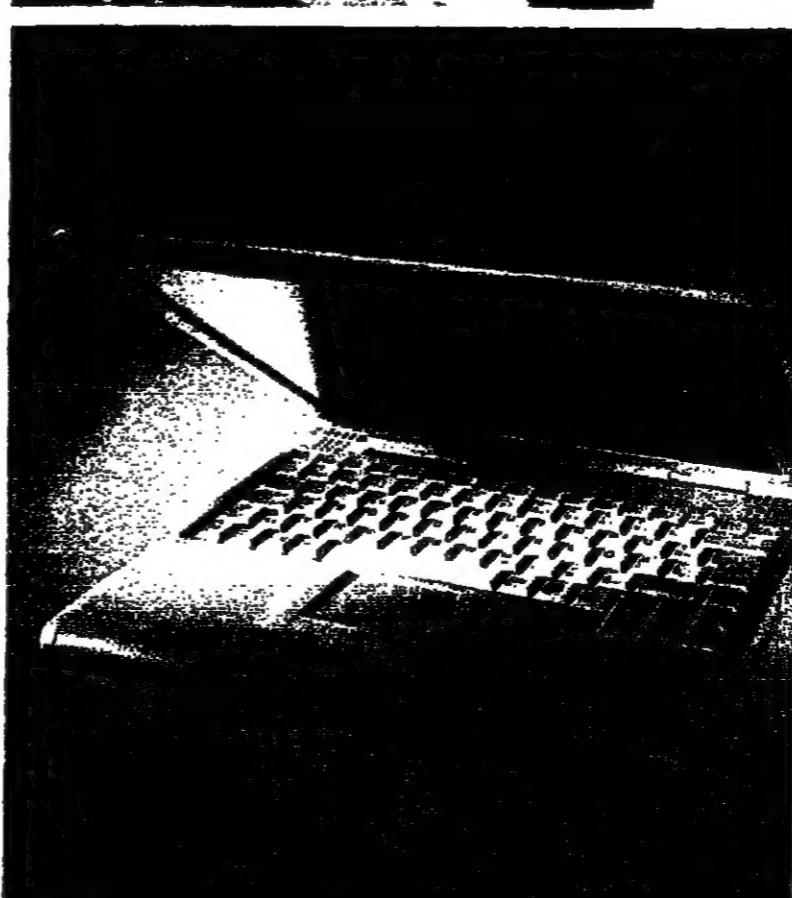
Two senior scientists from English Nature said the impact on natural food chains of crops engineered to increase tolerance to weed killers and resistance to insects had not been assessed. Until the risks were known no attempt should be made to plant genetically modified crops commercially, they told the House of Commons science committee.

SIEMENS

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**NEWS**  
D&E COMPANIES  
tors criticised in  
derailment report

## CINEMA

# Brazilian odyssey

Although Nigel Andrews is relieved not to get the Full Schmaitz along the road

Can a feelgood movie also make you think? Probably only if it comes from outside Hollywood. The award-besieged Brazilian film *Central Station* - 1998 Berlin Golden Bear, 1999 Best Actress and Best Foreign Film Oscar nominations - is like an arthouse *Paper Moon* with the sexes reversed. Oldish woman and young boy pal up, go on the road and discover themselves and each other. They

**CENTRAL STATION**  
Walter Salles

**PATCH ADAMS**  
Tom Shadyac

**PLEASANTVILLE**  
Gary Ross

**SCHIZOPOLIS**  
Steven Soderbergh

and we also discover much of Brazil, from the poverty pockets of Rio - pockets that make up most of this city's garment - to the buzzing, brawling, illimitable heat of the *sertão*.

This film is so good that we can only pray director Walter Salles is not abducted by Hollywood. Other gifted Latinos (Luis *The Official Story* Fuenzo, Hector Pizote Babenco) have fallen into the dream factory's suds vats never to resurface. Salles too has a kidnappable ability to combine acute social analysis with easy-access yarnspinning.

*Central Station* opens in the *Babel* consciousness of the title, where elderly ex-teacher Dora (Fernanda Montenegro) exploits her gift of literacy by writing letters for the poor and promising to post them. (She saves stamp money by stuffing most of them in a drawer.) These missives which vary from formal to fond to all-but-bodice-ripping - "My hot pussy... your boiling

head and keen of eye."

*Patch Adams* is so soft-hearted that if you performed a cardiac exploration all you would find is soup. This sentimental comedy is based on the true story of alternative medicine guru Hunter Adams, who founded a clinic to promote his creed that patients can't be cured by love and humour. Tom *The Nutty Professor* Shadyac directs and Robin Williams plays - well, we know what he plays, don't we? It's always the same. Humanity's redeeming

angel part man, part child, part Reader's Digest version of Oliver Sacks.

If I make the film sound bad, let me assure you it is worse. Real cancer victims play the children guffawing at Williams' ward-room jokes and horseplay. The hostile senior doctor is lit from below so that he resembles Satan. In reaction shots at the same desk Williams is warmly side-illuminated - who fitted up the hospital's lighting, Houdini?

And we are asked to weep tears of laughter when Williams turns an anema bulb into a red nose. Soon he is going about the hospital known as an "Enema of the people" or "Pubic enema number one". Only joking. But mentally rewriting this film is better than just sitting and enduring it.

*Pleasantville* - pleasant but a touch predictable - is the week's third feelgood project. Writer-director Gary Ross has an enchanting idea. Whisk a 1990s brother and

sister back to the 1950s, or a

smile, or unpick the closely-plaited weave of reality and pop-culture self-persuasion that

repressed, hygienic, black-and-white world to colour, dab by dab, liberal idea by liberal idea.

The siblings (Reese Witherspoon, Tobey Maguire) are teleported, courtesy of a magical TV repairman, into an long-running sitcom set in the title town. So they must battle canned laughter and bits of pre-ordained plot as well as women with bobbed hair, balloon skirts and dimpling smiles and men who say, "Honey, I'm home" and expect dinner to be in the oven.

But isn't Pleasantville in danger from the *Deja Vu* Police? We have been here before, surely, and I don't mean in the 1950s. Films like *The Brady Bunch*, *The Truman Show* and *The Purple Rose of Cairo* have all riffed away at the notion of an Edenic America bolstered by media illusionism. How many times can you laugh at a picket fence or Pepsodent

experienced director of sex, lies and videotape and lately *Out Of Sight* go low-budget for American "innocence"?

Ross, who screenwrote *Big* and *Dave*, deploys clever techniques. Colour leaks detail - here a clock, there a flower - into the monochrome (though even this goes back half a century to Powell's *A Matter Of Life And Death*). And there are must battle canned laughter for arson, firemen accustomed to pet-rescue respond only to calls of "Cat!"

But we know that this upright quirkiness shading into puritanism will finally be saved by a breath of pre-millennial free-thinking - without, of course, the town's basic decency being destroyed - and two hours is a long time to wait for the inevitable.

At last a feelgood movie! Steven Soderbergh's *Schizopolis* spearheads a season of American independent films at the Curzon Soho. How refreshing to have the experience of sex, lies and videotape and lately *Out Of Sight* go low-budget for American "innocence"?

\*

At last a feelgood movie! Steven Soderbergh's *Schizopolis* spearheads a season of American independent films at the Curzon Soho. How refreshing to have the experience of sex, lies and videotape and lately *Out Of Sight* go low-budget for American "innocence"?

At least it gave both singers the chance to display their impressive dramatic ranges, and neither of them seemed to tire. At the end, Allen was still fresh enough to deliver Wolf's "rat-catcher" song with sharp, sinister wit, and Krangelborn to go into a shrill full cry with "Hoch beglückt in deiner Liebe".

Sunday brought a concert of orchestral music inspired by Goethe. We might have had Mahler's Eighth Symphony, which sets the whole last scene of Faust to music; but Mark Elder and the Orchestra of the Age of Enlightenment settled for less extravagant pieces.

They began with a fine, stirring account of Beethoven's overture for *Egmont*. Then came Brahms's *Alto Rhapsody*, in which the mezzo Jane Irwin delivered the Goethe verses with dedicated fervour.

A less familiar choice was Liszt's *Faust Symphony*: not often played, still less by a proper period-instrument band like the OAE. If the diabolical "Mephistopheles" finale sounded a tad tame with those softer instrumental voices, the charms of Liszt's instrumentation were well served, especially in the "Gretchen" movement. All in all, the weekend taught us nothing new about Goethe, but it made a good excuse for parading a lot of good music.

David Murray

Goethe weekend supported by Pritchard Englefield and the Goethe-Institut, London.



Bonding like mad on the road: Fernanda Montenegro and Vinícius de Oliveira in Walter Salles' award-besieged film, 'Central Station'

## Drama built in ambiguity

## THEATRE

### ALASTAIR MACAULAY

Almeida Theatre, London N1

The little Almeida Theatre in Islington keeps on developing an artistic policy as grand as if it were in fact the National Theatre of Great Britain. It is also a haven to actors, British and foreign. Ralph Fiennes, Diana Rigg, David Suchet, Juliette Binoche, Kevin Spacey are merely among the most famous names to have appeared there in recent seasons; the week in which Irene Worth presented three different programmes is still remembered; last autumn, Ekkehard Schall and his daughter performed a Brecht programme here.

Now the great Austrian actor Klaus Maria Brandauer is here, acting the role of Albert Speer in English, alongside Sven Eric

Bechtolf, in *Speer* - a new play written for Brandauer by Esther Vilar. The play was first performed in German in January 1998 in Albert Speer's actual (large) model hall in Berlin's Academy of Arts; Brandauer also directs.

I find it fascinating that the most painful ethical and historical issues of the Third Reich are being examined more intensely than they are feeding into theatre (and film) - indirectly, as in Harald Pinter's last play, *ashes to Ashes* (which is in part inspired by Gitta Sereny's book *Albert Speer - his Battle with Truth*), partially, as in Michael Frey's current *Copenhagen*, or wholly, as in *Speer*. Ethical and historical issues which were still being widely brushed under the carpet in Britain and, doubtless, elsewhere in 20 or 30 years ago, are now common currency.

Speer has engendered some con-

troversy in German. How could it not? Speer is one of the most ambiguous figures in the history of our century. An ambitious architect, befriended by Hitler in 1933, he became Hitler's minister for war production in 1942 and helped to prolong the second world war: alone among Nazi leaders in 1945, he admitted culpability at Nuremberg; he maintained that he asserted neither to anti-semitism nor to genocide.

Vilar's play tackles all this. It is a 90-minute dialogue, set in East Berlin in 1980. Speer, now aged 70, is gradually interviewed by a 50-year-old Hans Bauer about architecture, about the anti-Semitic housing policies of 1939, about his dealings with German nuclear physicists, and more. The interview is at first friendly but becomes a fierce interrogation; and the interrogation is not entirely one-way.

Meanwhile there is the rare pleasure of observing Brandauer

act in the flesh. He has become well known to anglophone film viewers after almost 30 years' work in international movies, but *Speer* allows viewers the chance to observe him without interruption in a completely serious drama and in a more challenging role. He has easy dignity and authority - perfect for the role - and much of his acting is exceptionally economical. The least twinkle of an eye or change of vocal register becomes a matter of consequence. Again and again, he exudes Speer's mixture of startling charm and inscrutable self-control.

And yet I confess I resisted Speer as both a play and as a production. Not: "resist" is the wrong word, for I was struggling to keep my mind on it and even as it progressed, to stay awake. The amalgam of Vilar's play, Martin Wagner's translation and Brandauer's direction has something fatally untheatrical about it.

Both actors speak English well, but their accents are such that often they place a slight barrier between the play and the audience's instant comprehension. They play a large part of it low-key, but the intensity of this subdued style is in some degree contrived - just as the one major explosion by Brandauer/Speer

also feels contrived. And - despite the weight and range and occasional humour - the larger rhythm of Vilar's play plods. One feels the grinding gear-changes between each section as the play trundles over its terrain, inexorably, like an armour-plated tank.

Sponsored by AT&T.

Albert Speer's mixture of startling charm and inscrutable self-control

Klaus Maria Brandauer

Alastair Macaulay

## INTERNATIONAL

## Arts Guide

## AMSTERDAM

### OPERA

Netherlands Opera, Het Muziektheater

Tel: 31-20-551 8911  
Die Zauberflöte: by Mozart. Conducted by Hartmut Haenchen in a revival of Pierre Audi's staging co-directed by Saskia Boddeke; Mar 13, 15

### BERLIN

#### CONCERT

Staatsoper unter den Linden

Tel: 49-30-2035 4655  
www.staatsoper-berlin.org

Staatskapelle Berlin: conducted by Peter Schreier in Bach's St. John Passion, with the Chor des Mitteldeutschen Rundfunk;

Mar 11, 12, 13

### EDINBURGH

#### EXHIBITION

Neue Nationalgalerie

Tel: 49-30-2660  
Max Ernst (1891-1976): retrospective of the German Surrealist; to May 30, then transferring to Munich

### OPERA

Deutsche Oper Tel: 49-30-34384-01  
Rise and Fall of the City of Manzagny: by Kurt Weill; libretto by Brecht. New staging by Günter Kramer, conducted by Lawrence Foster, with designs by Gottfried Pilz and Isabel Ines Glatthaar; Mar 11, 14

**BOLOGNA**  
**OPERA**  
Teatro Comunale  
Tel: 39-51-529999  
La Cena delle Beffe: by Gioachino Rossini. Conducted by Bruno Bartoletti in a revival of Lilianna Cavani's staging, first seen in Zurich four years ago. The cast is led by Daniela Dessì and Alberto Cupido; Mar 14, 18

**CHICAGO**  
**CONCERTS**  
Orchestra Hall  
Tel: 1-312-254-3000  
www.chicagosymphony.org  
Chicago Symphony Orchestra: conducted by James Levine in Mahler's Symphony No. 3. With mezzo-soprano Michelle DeYoung, women of the Chicago Chorus and the Glen Ellyn Children's Chorus; Mar 11, 12, 13

**LONDON**  
**CONCERTS**  
Royal Festival Hall  
Tel: 44-171-960 4242  
● London Philharmonic Orchestra: conducted by José Serbrier in a programme including works by Stravinsky, Pizzolla, Da Falla and Rodrigo. With piano soloist Slava Grigoryan and castanets soloist Lucero Teré; Mar 12

● London Philharmonic Orchestra: conducted by Paavo Järvi in works by Paul Creston, Bartók and J. Brahms; Mar 11, 12, 13, 16

**EDINBURGH**  
**CONCERTS**  
Queen's Hall  
Tel: 44-131-668 2019  
Scottish Chamber Orchestra: Andrew Litton conducts the world premiere of Robin Holloway's Double Bass

OPERA

Concerto, performed by Duncan McTier; Mar 11

**LAUSANNE**  
**OPERA**  
Opéra de Lausanne, Théâtre Municipal  
Tel: 41-21-310 1600  
Cecilia and Arneas: by Purcell/Curlew River: by Britten. Double-bill conducted by David Stern, with the Purcell staged by Marcel Bozonnet and the Britten by Yoshi Oida; Mar 12, 14

**LILLE**  
**EXHIBITION**  
Palais des Beaux Arts  
Goya: regard libre. Small-scale exhibition which explores the range and peculiarities of the painter's work. Includes loans from around the world; to Mar 14

**MILAN**  
**EXHIBITION**  
Palazzo Reale  
Tel: 39-02-8691 5738  
L'Anima e il Volto: (The Soul and the Face); major exhibition of portraiture, comprising 370 works ranging over 400 years. Artists represented include Titian, Caravaggio, Van Dyck, Picasso and Francis Bacon; to Mar 14

**MUNICH**  
**CONCERTS**  
Philharmonie Gaertner Tel: 49-89-5481 8187  
● Bavarian Radio Symphony Orchestra: conducted by Lorin Maazel in works by Mozart and

Bruckner. With piano soloist Murray Perahia; Mar 13

● Munich Philharmonic Orchestra: conducted by Gianluigi Gelmetti in his own Prasanta Alma, and in Rossini's Petite Messe solennelle; Mar 11, 12

**OPERA**  
Bayerische Staatsoper  
Tel: 49-89-2185 1920  
www.staatsoper.bayern.de  
Katya Kabanova: by Janáček. Conducted by Paul Daniel in a staging by David Pountney, with sets by Stefano Lazaridis and costumes by Marie Jeannine Lecca; Mar 12, 14

**NEW YORK**  
**CONCERTS**  
Avery Fisher Hall, Lincoln Center  
Tel: 212-875 5030  
www.lincolncenter.org  
New York Philharmonic: conducted by Paavo Järvi in works by Paul Creston, Bartók and J. Brahms; Mar 11, 12, 13, 14

**EXHIBITION**  
Whitney Museum of American Art  
Tel: 212-537 2801  
Ray Johnson (1927-1995): Correspondences. First major museum show about the artist who was a progenitor of pop and mail art. The 150 works on display include paintings, collages and mailings from Johnson's New York Correspondence School; to Mar 21

**SAN FRANCISCO**  
**CONCERTS**  
 Davies Symphony Hall  
Tel: 415-864 6000  
www.sfsymphony.org  
San Francisco Symphony and Chorus: conducted by Herbert Blomstedt in Bach's St. John Passion; Mar 11, 12, 13, 14

**SEATTLE**  
**OPERA**  
Seattle Opera  
Tel: 206-388 7676  
www.seattleopera.org  
Vanessa: by Samuel Barber. Conducted by Yves Abel in a staging by Sharon Ott. The title

role is sung by Sheri Greenawald/Ashley Putnam; Mar 13

**WASHINGTON**  
**CONCERTS**  
Kennedy Center Concert Hall  
Tel: 1-202-467 4600  
National Symphony Orchestra: conducted by Leonard Slatkin in the world premiere of John Corigliano's A Dylan Thomas Trilogy. With the Choral Arts Society of Washington and baritone Hakan Hagegard; Mar 11, 12, 13

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## COMMENT &amp; ANALYSIS

SAMUEL BRITtan  
ECONOMIC VIEWPOINT

## The fiscal backdoor

It is not the amount but the direction of Gordon Brown's backdoor redistribution that matters

The buzz words on the fiscal policy of the British chancellor, Gordon Brown, have been "redistribution by stealth". What this means is that he has redistributed income and resources to the poorer members of the population, or those regarded as worthy, by means of backdoor tax increases that the middle or upper range of taxpayers has not noticed – or at least accepted.

In other words, he has avoided headline increases in tax rates with which old Labour used to be associated. Indeed, he has just announced a post-dated 1 per cent cut in the basic rate of income tax and further cuts in corporation tax rates.

Two different questions arise. First, is the redistribution justified? Second, how has he managed to get away with it? Some Labour spin doctors talk as if any redistribution is self-evidently justified: some right-wing commentators as if it is all a dreadful sin. But unless you regard the distribution of wealth produced by the accidents of inheritance and changes in market structures as inherently just, some public policy is required.

All Conservative chancellors have presided over a good deal of redistribution – indeed their normal reply to charges of widening income differences was to point out that those differences were much narrower after tax and social security were taken into account.

On the other hand, unless your ideal is complete equality obtainable only in the graveyard the direction of the redistribution does matter, as well as its effects on incentives.

There are some deeper

issues which there is not space to discuss here, but are analysed in my longer works (*Essays, Moral, Political and Economic*, Edinburgh University Press). One is the case for some stability in the rules of the game – preferably extending over several parliaments and different political regimes. The other is whether more of the redistribution in an affluent society could be in the form of cash – via what Mr Brown has at long last called a minimum income guarantee – and less in the form of free public services in kind that are still part of Labour's mantra.

The nature of the redistribution in the past couple of years is very much what is popularly assumed – towards children and the working poor. A purist liberal might say that a decision to have children is a personal matter that the state should not encourage or discourage. But an equally good liberal reply is that children did not ask to be born and poverty today is heavily concentrated among families with children, especially one parent or unemployed or one income ones.

This desirable redistribution has been marred by three measures of posture politics. They are:

- The insistence on a 10 per cent starting band for

income tax:

- The extra-large Working Families Tax Credit for mothers who go out to work;
- The minimum wage.

It has often been

demonstrated that the best way of helping low income families is by higher benefits; and the next best

threshold by more than the Chancellor has done; the least efficient of all is the low tax band. What the three have in common is that they are pieces of baggage that Labour did not manage to drop in the course of its policy reviews and have attained the sacred status of manifesto commitments, to be questioned by advisers or civil servants who want to be listened to on other matters.

A more favourable verdict is possible on how the revenue has been raised. The main way of raising revenue without raising marginal tax rates is by removing or reducing allowances. This does mean that those affected start paying the lowest rate of tax, lower down in the income scale; but at least they do not feel that extra effort or initiative is penalised by the 70-90 per cent marginal tax rates that used to obtain and that have been almost eliminated at the bottom as well as the top of the income scale.

Moreover, a good many of

the reliefs affected were, like the so-called married allowance or mortgage interest relief, simply concessions to special interest groups that distorted the economy and which most Conservative chancellors would have liked to abolish if the prime minister of the day had allowed them.

How has the Chancellor got away with the squeeze on the middle classes whom Tony Blair attracted to Labour? An important reason is that the main squeeze on personal disposable income took place in the first year or two of Labour rule when there was still euphoria about the change of government. The potentially most unpopular move – the withdrawal of the tax credit for pension funds – was announced in the first 1997 Budget.

It is often said that employees will only notice it when they retire and find their pensions less than they expected. But for those in earnings-related schemes the proximate cost will have to be borne by employers and the ultimate effects diffused through the economy.

Mortgage interest relief had already been heavily squeezed by Conservative chancellors after Lady Thatcher's departure, so its elimination is not felt as a big deal. The blows have been further softened by the reductions in short-term interest rates which have reduced mortgage payments before tax. These of course are not a free lunch. The adverse effects are felt by millions of people with small savings accounts who will now receive less.

On the whole the government has done a good job at satisfying its constituency constituents without imposing new burdens on business and enterprise and in some ways actually reducing them. One can say this even if one is sceptical about the special breaks for the fashionable "winners" of today, such as information technology. They have made the tax system and the grant system needlessly complicated and have created an accountants' benefit bonanza.

The total net so-called budget giveaway is best seen from the figure of £3.6bn

which is the Treasury's estimate of the annual impact net of all the measures by 2001-02. There are a few big revenue raisers. The most important are the tax on the business use of energy known in New Labour speak as a "climate change levy"; the end of mortgage interest relief and the increased employee upper earnings limits for National Insurance. All these three are to be welcomed.

Another source is the reduced estimates for social security benefits. These arise partly from tightening up and partly from the trend to lower unemployment evident since the mid-1990s. A further source is lower national debt interest, which is ultimately due to lower inflation where the present trend set in – as the "Red Book" charts themselves demonstrate – during the last parliament. They may all be threatened in the medium term by the trend to re-regulation coming from London as well as Brussels.

But the biggest source of all is "fiscal drag", namely the automatic increase in the government's revenue take that comes with economic growth in a tax system not indexed to real earnings. This source would of course be threatened if world economic shocks reduce growth even below the more cautious of the Chancellor's alternative projections, as they easily could. For instance, every 1 per cent shortfall of growth below forecasts is estimated to add a cumulative £5bn per annum to Treasury borrowing. The right course would then be to sit it out and base policy on the cyclically-adjusted estimates despite the difficulty of explaining these to the cruder spirits in the media and the financial world.

Overall, the broad direction of fiscal policy under Mr Brown has been right, but it has been marred by new Labour's nannyish tendency to tell people what is good and bad for them. It is also not helped by a propagandist form of presentation that makes it unnecessarily difficult to ascertain what is really happening under all the froth.

There are some deeper

## LETTERS TO THE EDITOR

## Customer the arbiter of brand value

From Mr Richard McManus,

Sir, It appears misguided to forecast the demise of the "product brand" and the ascendancy of the "philosophy brand" ("Fading stars of the global stage", March 5). The fact that some "product brands" fail to sustain customer relevance is no reason to damn the genre. Perhaps one should rather question the interbrand valuation method which identifies valuable brand assets that can apparently atrophy almost overnight. And attempts to create "philosophy brands" may prove to be fad. This seems at odds with

creating a brand as an enduring identity which customers value.

Many organisations, quite rightly, carefully invest to create and protect their brand assets. They are acutely aware that customers are the arbiters of brand value and relevance. As a result they carefully track the relative importance of the product and service attributes which underpin a brand proposition for each customer segment. They realise that brand investments will pay off only if the brand-related revenue streams more than offset the cost of brand creation. And

with changing customer tastes, in part a reflection of increased choice, those in the brand investment game must have the timely information to allocate resources only to those product and service attributes that their target customers will pay for. Such information is probably more useful than an overall financial assessment of brand value which is backward looking.

Richard McManus,  
partner,  
PricewaterhouseCoopers,  
580 George Street,  
Sydney NSW 1171,  
Australia

## Russian debt restructure a no-win situation

From Mr Timothy Ash,

Sir, Paris Club members should think carefully about the long-run consequences of their actions if, as your article "Sharp fall in international Russian debt" (March 5) argues, they are seeking to force eurobond holders into any Russian debt restructuring process.

Such an outcome would surely be a no-win situation for all concerned. Holders of all such emerging market bonds would see the price of their assets plunge. The global financial system would receive yet another shock just when it is begin-

ning to stabilise. Emerging market economies would be penalised by higher interest, subduing their development and leaving Paris Club members shouldering a larger burden of their long-term financings needs.

Meanwhile, claims that so-called comparability is required to ease fears over moral hazard are surely misplaced. In Russia's case, having seen the value of their Sibin stock of GKO assets fall by almost 88 per cent and their stock of long-term London Club debt fall by around 80 per cent, commercial creditors have

surely had their eyes opened to the level of risk in lending to Russia and other emerging markets. Even eurobond holders have taken some of the strain, seeing the value of their Russian portfolios fall by more than 50 per cent. Set against this, Paris Club holders talk of writing off one half of debt owed by Russia seems fairly equitable.

Timothy Ash,  
economist, emerging  
markets,  
Westendische Landesbank,  
23/26 Gracechurch Street,  
London EC3V 0AX, UK

## Drawing a line in the sand

From Mr Stephen

M. Schmidt,

Sir, There are times when economic and social justice dictate that the letter of the law – or treaty – be ignored. There are no compelling reasons to destroy the lives of all the small banana farmers in the Caribbean in order that a couple of giant corporations can make a few more dollars.

There are times when it

makes sense to draw a line in the sand. It is a sad commentary that there are leaders who believe that this is not one of those times. They are not using whatever commonsense nature bestowed on them.

What a pity!

Stephen M. Schmidt,  
310 Canyon Creek Drive,  
Richardson,  
Texas, US

## Number One Southwark Bridge, London SE1 9HL

Letters to the editor may be sent to: FT Letters, Room 100, 1 London Wall, London EC2Y 5HN. Letters should be typed and not hand written.

## Happy for 24 hours a day

From Ms Claudia Binaghi,

Sir, Further to Richard Donkin's report on job satisfaction ("Happiness at work", March 5), it is often said that the self-employed work 24 hours a day but at least they can choose which 24 hours!

Claudia Binaghi,  
200 West 16th Street,  
New York, NY10011, US



FINANCIAL TIMES  
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QUENTIN PEEL

## White man's burden-sharing

France and Britain should ditch the colonial legacy of rivalry in Africa and join forces to promote peace and development on the continent

Sometimes it seems a particularly ghastly event to shock us into paying attention to the obvious.

Thus it may well be with the murders of four game rangers and eight western tourists in Uganda.

The tourists appear to have been singled out for the simple fact that they spoke English. For the killers were French-speaking Hutu refugees from neighbouring Rwanda. They seem to blame Uganda in particular, and the English-speaking world in general, for the loss of their homeland.

Those murders are a terrible indictment of the legacy left in Africa by Britain and France, the two main colonial powers on the continent. Not only did they scramble for ever bigger slices of empire from the start, but even now they have continued to bicker

# FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
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Thursday March 11 1999

## Against Chinese devaluation

Depreciation of the Chinese renminbi is being discussed, yet again. Yet the extraordinary feature of this long-running debate is that it is happening at all. For, on every normal criterion, the question would rather be how far the Chinese currency is to be revalued.

China has a managed exchange rate, buttressed by exchange controls. Thus the currency's value reflects a deliberate policy decision. Why then might the authorities consider devaluation?

Are they perhaps running out of foreign exchange reserves? Hardly, is the answer. At the end of 1998, reserves were \$145bn, the second highest in the world, after Japan's. Is the trade balance weak? Absolutely not, is the response. The balance was a colossal plus \$49bn in 1998. Is the current account fragile? Certainly not, is the answer. The surplus is a mere than healthy \$30bn last year, as much as 3 per cent of gross domestic product. China is also the world's second largest recipient of foreign direct investment; its external debt is a mere 15 per cent of GDP; and its reserves are five times as big as its short-term debt.

The question then is why anyone would even consider devaluing a currency backed by so strong an external position. To this there are only two answers, both bad.

## CAP price cuts

With European farm ministers locked in another marathon negotiation, reform of the common agricultural policy (CAP) is urgent. It is a key element of the wider overhaul of EU finances which the Berlin summit later this month is due to tackle. Failure at that summit would delay reform until the autumn, and seriously hold up negotiations to bring east European countries into the Union.

But good reform is also vital. The main test should be the depth of the cuts it makes in the guaranteed prices the EU pays to its farmers. Even the Brussels Commission's initial proposals of 15-30 per cent cuts would not have brought EU prices down to world levels, except perhaps in cereals. Nor would they touch the EU's variable levy which prevents cheaper world food ever undercutting home produce. But the nearer EU prices get to world levels, the more they will encourage the efficiency which is badly needed in many areas of European farming.

If EU farmers were treated like anyone else, they would get no compensation for price cuts. But the need to provide some compensation is a political reality in Europe. The question is who is to pay for it, when the Union is pledged to switch budget resources from farm support to pave the way for enlargement.

## Eat or be eaten

Economic and monetary union has already provided the impetus for big alterations in the European banking landscape. The hostile bid by Banque Nationale de Paris for rivals Société Générale and Paribas brings an uncharacteristically Anglo-Saxon flavour to events. And in due course Crédit Lyonnais will be privatised with much fanfare.

The stage is thus set for the overdue rationalisation of French banking. But do not assume that the Anglo-Saxon overlay guarantees an economically efficient structure for the industry. There is a language problem here.

In privatising Crédit Lyonnais the French government is not looking for the most efficient capital structure. It wants a core group of friendly insider shareholders to pre-empt unsuitable corporate restructuring.

As for rationalisation, it does not, in France, necessarily mean the elimination of spare capacity in the high street or the slimming of surplus employees. Finance minister Dominique Strauss-Kahn has said that employees must not pay the price for endless restructuring. And the bankers have listened.

BNP, before its latest move, promised to give extensive job guarantees at Crédit Lyonnais if it was allowed a significant stake. And the reason Société Générale made its cosy offer for Paribas before being so rudely interrupted by BNP was partly

## COMMENT & ANALYSIS

# Dangerous liaisons

Even if BNP's hostile bid for SocGen and Paribas is rebuffed, the traditionally closed world of French banking will never be the same again, say Samer Iskandar and Robert Graham

### Three is a crowd



Daniel Bouton,  
SocGen chairman

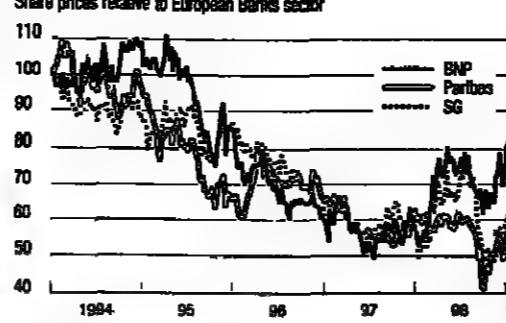
Top 10 French banks\*  
December 1997

|                             | Ranked by Tier One capital (\$m) | Total assets (\$m) | Pre-tax profit (\$m) |
|-----------------------------|----------------------------------|--------------------|----------------------|
| Credit Agricole Groupe      | 22,273                           | 419,047            | 2,927                |
| Banque Nationale de Paris   | 11,518                           | 338,771            | 1,272                |
| Groupe Crédit d'Épargne     | 10,967                           | 214,785            | 646                  |
| Société Générale            | 9,742                            | 440,975            | 1,629                |
| Paribas                     | 8,535                            | 265,110            | 1,078                |
| Credit Mutuel               | 7,849                            | 108,338            | 708                  |
| Crédit Lyonnais             | 7,129                            | 250,200            | 702                  |
| Groupe Banques Populaires   | 5,828                            | 111,187            | 684                  |
| Crédit Commercial de France | 2,981                            | 68,610             | 440                  |
| Others                      | 2,902                            | 45,987             | 48                   |

\* Converted to £ using exchange rate S-FF15.00 Dec 1997

Source: The Banker; Foster; Datamonitor/CV

BNP, Paribas and Société Générale  
Share prices relative to European Banks sector



Europe's top 10 banks  
by market capitalisation (\$bn)

|                    | Market Capitalisation (\$bn) |
|--------------------|------------------------------|
| HSBC               | 82.9                         |
| Lloyds TSB         | 50.3                         |
| UBS                | 71.6                         |
| ING                | 50.9                         |
| BNP/SocGen/Paribas | 50.0                         |
| Credit Suisse      | 48.2                         |
| Barclays           | 43.3                         |
| Fortis             | 42.1                         |
| Santander/BCH      | 38.1                         |
| NatWest            | 37.5                         |

Michel Pébereau  
BNP chairman



**T**he French invented the idea of a *ménage à trois*.

Now this concept is being extended to banking with the unexpected hostile bid by Banque National de Paris to take over Paribas and Société Générale and create Europe's largest bank by assets (though not by market capitalisation).

The move would lock three large executive egos in an improbable embrace, when two of them had already agreed to a match.

A month ago, SocGen and Paribas agreed to merge. They worked out a relatively simple modus vivendi: Daniel Bouton, SocGen's chairman and the country's youngest bank chief at 48, was willing to let André Lévy-Lang, chairman of Paribas, the consenting target, to be the *chef de famille* until his retirement in a couple of years.

Now Michel Pébereau, chairman of BNP, has muscled in on this cosy domestic scene. He is offering an ill-defined, three-way arrangement for running the giant merged bank. Not surprisingly, Mr Bouton and Mr Lévy-Lang have given him a hostile reception. If BNP's offer were successful, it would almost certainly be accompanied by a fierce battle for leadership of the merged entity. It would also create an even-bigger French "national champion" in the pan-European banking business that is slowly emerging as a result of the single currency.

However, leading analysts doubt Mr Pébereau's initiative will go far enough for the question of leadership to arise. BNP's plan, leaked late on Tuesday and unveiled yesterday, has been temporarily code-named the SBP project, after the three banks' initials. The hasty manner in which it was put together looks more like a desperate attempt to block the merger of Paribas and SocGen than a coherent project. The marriage had left BNP marginalised – and Mr Pébereau frustrated because he had his eyes on Paribas.

Mr Pébereau's move is reminiscent of a child who sees another kid on the block with a brand new shiny toy and wants to take it from him," says Brennen Jinkens, principal at A.T. Kearney, the management consultants, in London. Similar feelings seem to lie behind the terse, but more diplomatic joint statement issued yesterday morning by Mr Lévy-Lang and Mr Bouton: "This operation can not be considered friendly."

Executives at these two banks say that the options they will examine include:

- accepting BNP's bid;
- making a joint counter-bid for BNP;
- improving the terms of SocGen's offer for Paribas.

The management at both banks is still recovering from the shock of the announcement,

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but more diplomatic joint statement issued yesterday morning by Mr Lévy-Lang and Mr Bouton: "This operation can not be considered friendly."

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"It is comforting to know that our largest shareholder group is already opposed to the deal in principle."

With some 8 per cent of the bank's capital, SocGen's staff are the bank's largest group of shareholders. Three-quarters of employees based in France hold SocGen shares. One SocGen executive said yesterday, not without relief: "It is comforting to know that our largest shareholder group is already opposed to the deal in principle."

Yesterday, the Bank of France, which regulates the banking industry, said it had a preference for "solutions that respect the smooth functioning of the market" – which seems to suggest that the project was deemed to be causing unnecessary disruption.

It would not be approved (the central bank and the competition regulator must both give their approval to the three-way deal). Nevertheless, the central bank and the government said

that the SBP project will not affect

the privatisation of Crédit Lyonnais, a large state-owned commercial bank, one third of which is scheduled to be sold in the next few days. But it is hard to see how the sale can remain unaffected.

The government wants a handful of long-term investors to take large stakes in the bank. BNP, SocGen and Paribas had all expressed an interest in taking such stakes. But BNP's bid for the other two banks means all three will be more concerned with themselves than with Lyon's privatisation.

Whether BNP's offer is successful or not, it will shake up the French banking industry and is almost certain to have beneficial effects, at least on the three banks concerned.

Some argue the SBP project has merit, when viewed in the

light of the wider rationalisation of European banking. Mr Pébereau, for example, argues that SBP would be a champion on the French market and one of the leaders on a global scale."

With a market capitalisation of more than €50bn, more than 4,700 branches, 11m clients, 18 per cent of French bank deposits, and 130,000 employees, SBP would be twice as large as Crédit Agricole, its nearest French competitor. Among its considerable assets would be one of the world's largest portfolios of industrial holdings.

But French competition regulators and the European Commission (which may also rule on the deal) might yet express concern over SBP's market share of nearly 30 per cent of personal

French banking.

Mr Pébereau's plan is believed to have the backing of Claude Bébérard, chairman of Axa, the insurance company that is the largest shareholder in both BNP and Paribas. Mr Bébérard is thought to have voted in favour of the SocGen-Paribas merger only reluctantly.

People who know Mr Bébérard say he has always favoured a link-up between BNP and Paribas, and possibly, in a second stage, a further link up with the privatised Crédit Lyonnais.

While Mr Bébérard is seen as the most obvious beneficiary of BNP's offer, other shareholders of SocGen and Paribas might also be pleased to be presented with a wider array of options. "At the very least, this will force SocGen and Paribas to lay out their plans in more detail," says Mr Jinkens at A.T. Kearney.

Since the SocGen-Paribas project was announced, SocGen and Paribas have underperformed the French stock market. Paribas shares have fallen almost 7 per cent and SocGen by 5 per cent, compared with a 3.3 per cent fall in the CAC 40 index of French blue chips.

Whatever the outcome of this battle, the wholly unexpected move by Mr Pébereau has broken two corporate taboos in France.

For a start the BNP move has established that it is possible to make a hostile bid in the politically sensitive financial sector. The only precedent was that of Italy's Generali trying to take a stake in the French insurance group AGF in 1997. Generali was politely warned off by the French finance ministry, which made it clear it had already lined up Germany's Allianz as its preferred partner.

But Generali had sought to go through the official channels. That is why BNP's move was so astonishing: it struck out on its own, without consulting the two target banks or seeking to square its action with the powerful finance ministry and regulators at the Bank of France.

But French competition regulators and the European Commission (which may also rule on the deal) might yet express concern over the SBP project, barely a month.

Mr Pébereau's surprise move will make it more difficult for the authorities to appear formally neutral if they do not like the deal and want to influence the

outcome.

Indeed, the outcome is so important to the future of French banking that neither Dominique Strauss-Kahn, finance minister, nor the Bank of France can in practice stand aloof. Having championed the original Paribas-SocGen alliance as an ideal Franco-French solution to bolster the nation's banking profile, the Socialist-led government risks appearing dangerously partisan if it were seen to be responsible for sabotaging Mr Pébereau's bid.

Furthermore, if the SBP project fails, it will prove more difficult to reshuffle the merger banking cards in a way that keeps the consolidation of the sector in French hands. Foreigners, who have been kept at arms' length, may then feel emboldened to become more closely involved in the sector's restructuring.

So far, the instinctive reaction of the French establishment to bank concentration has been to build up a national champion – or several if possible. Only then would the authorities, and French bankers, be willing to face a bigger foreign presence.

**T**he other taboo that has been broken has been the cavalier treatment of the well-organised bank unions. Throughout the privatisation process of recent years, the unions have played an important role in conditioning offers. Under the present government, the preservation of employment or job creation have been key elements in acceptable bids.

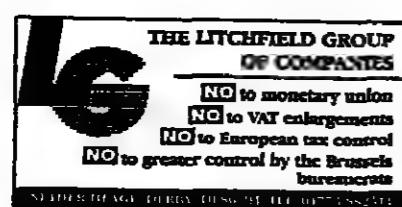
The unions have frequently been consulted in advance; but they had no inkling of Mr Pébereau's designs on Paribas-SocGen, and were clearly unhappy with his assurances on jobs yesterday. By now, the unions are aware that concentration in the banking sector will inevitably lead to job losses – probably soon.

The sheer speed of change in banking following the launch of the euro. The Paribas-SocGen merger was put together in a matter of weeks. In the case of the SBP project, barely a month. This is eight years away from the traditional closed world of French banking.

## OBSERVER

### Michel's merger mania

The Pébereau family isn't exactly one of France's more unassuming clans. Bucaneering is more like it.



# FINANCIAL TIMES

THURSDAY MARCH 11 1999



## THE LEX COLUMN

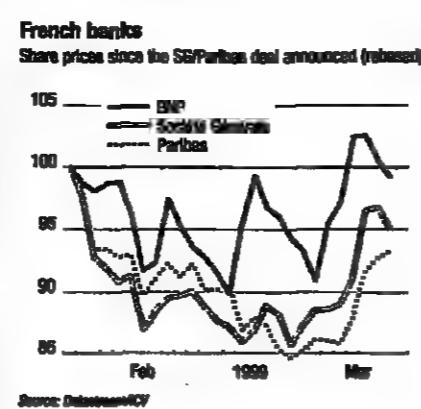
### Ménage à trois

Has Banque Nationale de Paris gone mad in mounting the first hostile bid in French banking? Certainly not, although there may be a hint of desperation in the move. BNP has been conspicuous for its failure to cement a deal in a sector that has been consolidating rapidly. Before the proposed Société Générale/Paribas deal, the mutuals had made the running. Crédit Agricole had bought Indosuez, and Crédit Mutual CIC. SG had at least acquired Crédit du Nord from Paribas, but BNP kept being thwarted – most recently on two fronts.

First, it was keen to do a deal with Paribas before SG stepped in. So its bid for Paribas is perfectly consistent. And under French rules it was in effect forced to bid for Paribas' rival suitor as well. Second, BNP's request to be leading shareholder in Crédit Lyonnais, which is being privatised, seems to have fallen on deaf ears. Faced with isolation, BNP is right to re-open the debate about who should do a deal with whom. Yet its audacious three-way merger plan may well be the least likely outcome. Among other possible permutations must be included a bid for BNP by a foreign bank. It has put itself as well as its targets in play and blazed a trail for unsolicited approaches.

So what is the best permutation? In theory, the three-way tie-up has merit. It addresses an important weakness in the SG/Paribas deal, namely the limited scope for domestic rationalisation. Paribas does not have a branch network; the other two have 4,700 branches between them. In a perfect world – one without French banking unions – such an overlap would offer a great opportunity to strip out costs. Indeed, BNP points to €1.3bn (\$1.4bn) of savings from a three-way merger, versus €800m from SG/Paribas alone. And that first stat stresses politically less contentious cuts in information technology and back-office spending. Meanwhile, Paribas' investment banking activities would be run more at arms' length and gradually have excess capital drained out of them to be redeployed into retail and private banking. Nevertheless, if putting two banks together is tricky, three is exorbitantly hard.

Short of a three-way merger, BNP seems still to prefer a marriage with Paribas, hence the bigger premium it is offering. The fact that Paribas would be in the ascendant in investment banking might



please some within the target, especially those fearful of merging with the more formidable SG. But that cuts less ice at the top, where André Levy Lang of Paribas is set to be chairman and chief executive of the combined SG/Paribas, with Daniel Bouton of SG as heir apparent.

But they will now have to defend their rather cosy-looking deal more robustly. And probably sweeten it, ideally with some cash, to counter the premium BNP is offering both SG and Paribas shareholders, albeit in shares.

There is still a risk then that BNP may end up with nothing. But it is to be congratulated on starting a proper auction.

#### DaimlerChrysler/Nissan

Jürgen Schrempp, DaimlerChrysler chairman, has never disguised his ambition to make his company the first global auto assembler. But discretion has proved the better route to value, at least as far as leaving Nissan alone goes. That first stat stresses politically less contentious cuts in information technology and back-office spending. Meanwhile, Paribas' investment banking activities would be run more at arms' length and gradually have excess capital drained out of them to be redeployed into retail and private banking. Nevertheless, if putting two banks together is tricky, three is exorbitantly hard.

Short of a three-way merger, BNP seems still to prefer a marriage with Paribas, hence the bigger premium it is offering. The fact that Paribas would be in the ascendant in investment banking might

ket value and about half annual revenues, is hardly enticing. And off-balance sheet liabilities are a further worry. Excessively close relations with suppliers would have constrained Daimler's ability to make half-way decent returns.

Another risk was potential collateral damage to the rest of the company. Extracting the benefits of the Daimler-Chrysler merger is still the main task for the company over the next two to three years. Integrating a third culture in such a short space of time would have been asking for trouble. Daimler's withdrawal is bound to give Renault pause for thought on the wisdom of a Nissan deal. So, for Nissan, the worst is yet to come.

#### DuPont

For a company that makes much of its commitment to increase shareholder value, DuPont's approach seems curiously half-hearted. The chemical group's plan to launch a so-called tracking stock for its life sciences division is fine as far as it goes. Life science companies trade on earnings multiples of over 30 times against DuPont's own 20 times, so creating a separate security should allow value to emerge. It will also furnish an acquisition currency.

But this decision must be placed in context. Until now, DuPont has tried to convince investors that the entire group should be valued as a faster growing, less cyclical life sciences powerhouse – a claim that was undermined by three profit warnings last year. The tracking stock is thus an admission of defeat. And how much value it will create remains to be seen. After all, life sciences contributed just 16 per cent of 1998 earnings. Meanwhile, DuPont's heavy investment in genetic seeds looks less and less likely to produce acceptable returns soon, judging by the future genetically modified food is causing in Europe.

Given the mixed record of tracking stocks, a spin-off of life sciences looks the better option.

DuPont still argues there are synergies with chemicals, but the successful demergers among its peer group suggest otherwise. Longer term, DuPont's life sciences arm will in any case have to buy or merge with a rival such as Monsanto or risk becoming an also-ran.

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A Tibetan refugee runs away from a burning effigy of Chinese president Jiang Zemin during a protest marking the 40th anniversary of China's occupation of Tibet in New Delhi yesterday. Picture: AP

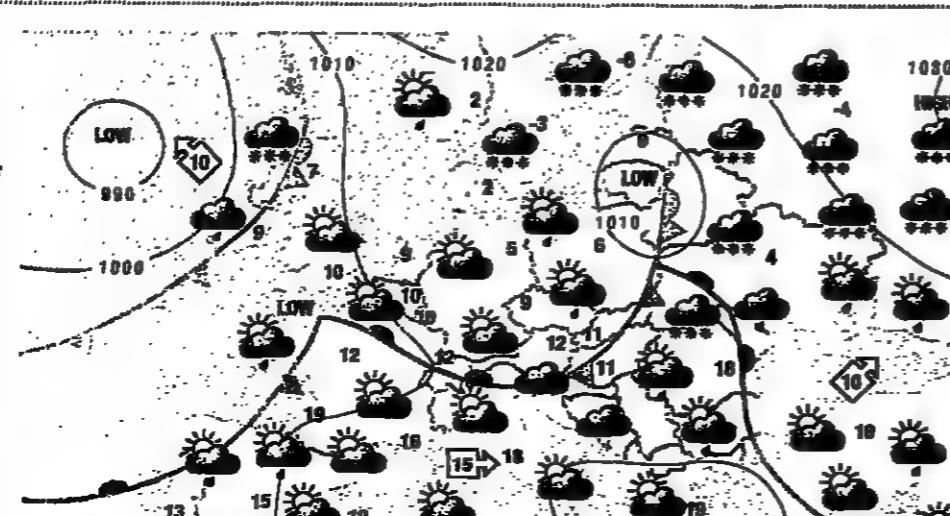
## FT WEATHER GUIDE

### Europe today

Western Scandinavia will be dry with snow showers in the east. More snow is likely over the eastern Baltic and western Russia. Rain over northern France will clear from the west but central and southern parts will be sunny with small amounts of cloud. Much of Germany will be fine but showers in the south will affect Austria, Czechoslovakia and Hungary. Portugal and northern Spain will have sun and showers. The rest of Spain and the remainder of the Mediterranean should be dry and mostly sunny.

### Five-day forecast

It will stay unsettled in the north with snow showers over Scandinavia and the Baltic states. Spain may have showers tomorrow and on Saturday. Central Europe and the Mediterranean will be mostly dry.

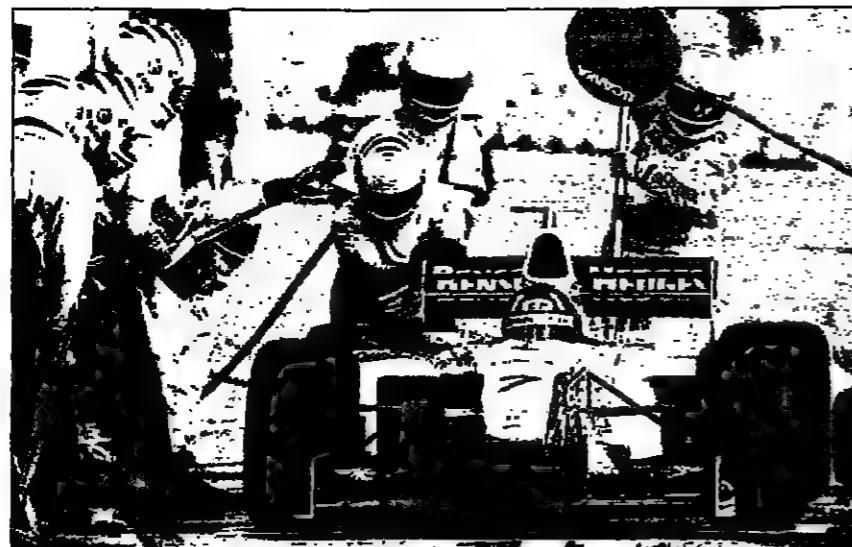


### TODAY'S TEMPERATURES

|              | Maximum | Minimum | Cloudy | Rain | Snow | Wind speed |
|--------------|---------|---------|--------|------|------|------------|
| Bangkok      | 36      | 26      | Cloudy | 8    | 0    | Light      |
| Barcelona    | 17      | 12      | Cloudy | 10   | 0    | Light      |
| Beijing      | 27      | 18      | Rain   | 6    | 0    | Light      |
| Berlin       | 15      | 10      | Rain   | 10   | 0    | Light      |
| Bogota       | 25      | 15      | Sunny  | 10   | 0    | Light      |
| Bordeaux     | 23      | 18      | Sunny  | 10   | 0    | Light      |
| Buenos Aires | 27      | 18      | Sunny  | 10   | 0    | Light      |
| Budapest     | 10      | 5       | Sunny  | 10   | 0    | Light      |
| Brussels     | 10      | 5       | Sunny  | 10   | 0    | Light      |
| Cairo        | 38      | 26      | Sunny  | 10   | 0    | Light      |
| Caracas      | 28      | 22      | Rain   | 10   | 0    | Light      |
| Edinburgh    | 16      | 11      | Rain   | 10   | 0    | Light      |
| Faro         | 11      | 7       | Rain   | 10   | 0    | Light      |
| Geneva       | 12      | 7       | Rain   | 10   | 0    | Light      |
| Glasgow      | 12      | 7       | Rain   | 10   | 0    | Light      |
| Hamburg      | 10      | 5       | Rain   | 10   | 0    | Light      |
| Helsinki     | 14      | 10      | Rain   | 10   | 0    | Light      |
| Hong Kong    | 23      | 18      | Rain   | 10   | 0    | Light      |
| Istanbul     | 13      | 8       | Rain   | 10   | 0    | Light      |
| Honolulu     | 26      | 21      | Rain   | 10   | 0    | Light      |
| Jersey       | 10      | 5       | Rain   | 10   | 0    | Light      |
| Johannesburg | 27      | 22      | Rain   | 10   | 0    | Light      |
| Karachi      | 28      | 23      | Rain   | 10   | 0    | Light      |
| Lisbon       | 18      | 13      | Rain   | 10   | 0    | Light      |
| Ljubljana    | 16      | 11      | Rain   | 10   | 0    | Light      |
| London       | 17      | 12      | Rain   | 10   | 0    | Light      |
| Lima         | 27      | 22      | Rain   | 10   | 0    | Light      |
| Lisbon       | 18      | 13      | Rain   | 10   | 0    | Light      |
| Luxembourg   | 8       | 4       | Rain   | 10   | 0    | Light      |
| Lyons        | 17      | 12      | Rain   | 10   | 0    | Light      |
| Madrid       | 18      | 13      | Rain   | 10   | 0    | Light      |
| Malaga       | 20      | 15      | Rain   | 10   | 0    | Light      |
| Paris        | 17      | 12      | Rain   | 10   | 0    | Light      |
| Prague       | 9       | 4       | Rain   | 10   | 0    | Light      |
| Rome         | 18</td  |         |        |      |      |            |



## BARCELONA 2



Damon Hill (left) and Heinz-Harald Frentzen of the Jordan Formula-1 team train at Macau's circuit last month. Round 5 of the Grand Prix will be held there on May 30. AP



With the 1992 Olympic Games came a new approach to industry and investment AP

## INDUSTRY AND INVESTMENT by Tom Burns

## Pro-active approach is the secret of city hall success

The 1992 Olympic Games altered perceptions about business and taught the local authorities key lessons in the drive to attract capital

Ten years ago Barcelona Activa, an agency funded by the city hall to promote industry and investment, installed itself in what used to be a primary school that had been set up by a factory at the turn of the century for the children of its employees. Within a decade, the decaying industrial estate in northern Barcelona has been transformed.

The factory's gigantic works plant is now an office complex and shopping centre. Its equally large warehouse is now a start-up centre or "nursery" for new businesses and it is Barcelona Activa's showpiece project.

More than 100 emerging companies whose business plans have been approved by Barcelona Activa occupy small offices in the former warehouse and use common meeting rooms and clerical facilities. The city hall's agency leases the nursery's cubicles at market rates for a maximum of three years and provides, if required, training and professional advice.

At the heart of this and other initiatives is a pro-active approach to industry and investment that Barcelona's local authorities have developed over the years and are constantly fine-tuning. Welcome to entrepreneurial officialdom and to what one Barcelona employer called the city hall's "complicity" with the private sector.

The 1992 Olympic Games, and the meticulous run-up to their celebration, altered perceptions about business across the board in addition to physically changing much of the city.

The Games taught the city hall at least two key lessons. One involved a web of public and private sector partnerships that were initially created to ensure the success of the Olympics and extract maximum benefits for the

city. The close relationship between the city hall and different business sectors has since been cemented and it embraces a range of activities including a venture capital firm.

With funds of Pta1bn, the venture capital firm is backed by 15 Barcelona private institutions as well as by the city hall which has put aside Pta250m for a 30 per cent stake.

The firm plans to invest between Pta10m and Pta50m in some 50 city-based small businesses and it is primarily interested in those operating in information technology and other innovative sectors.

Barcelona also learnt from the Games the value of a high-profile trade mark. The Olympics bestowed on the city an image of efficiency and quality life-style and this mix of profit and pleasure has since served Barcelona well in its efforts to drum up investments.

The city hall and private sector businesses have clubbed together to promote the Barcelona brand in specific areas where the city claims a competitive advantage. Some of these trademark ventures, such as the Barcelona Medical Centre

located in Barcelona in the health sector. The city, which boasts a disproportionate number of specialised medical institutions, receives a growing volume of patients from elsewhere in Spain as well as from abroad.

United Surgical Partners is

last year, against 20.4 per cent in 1997.

The bulk of foreign investment was accounted for by the real estate business, which is unsurprising given Barcelona's ever constant urban renewal, and by the vehicle sector, a traditional capital-intensive activity which is based around the city's Nissan and Volkswagen-Seat plants.

Another sense of where Barcelona is going as a serious area of enterprise and industrial activity is gained by visiting the business start-up nursery that is housed in the old factory warehouse where typewriters and other similarly obsolete consumer goods used to be stored in the building's previous incarnation.

The nascent businesses - Barcelona Activa has 1,600 on its books - make impressively productive use of information technology. As well as designing software and web sites, they appear to focus on providing more and more services for an increasingly wealthy and sophisticated population - for the ageing, for the very young and for those who follow every latest fad.

**We are constantly debating not what Barcelona is but what it could be - either Barcelona creates businesses and jobs or Barcelona ceases to be'**

which organises conventions and processes admissions to associated hospitals, were established in the run-up to the Games.

At the end of last year, a Pta14bn acquisition by the US company United Surgical Partners of the Institut Dexeus, a prestigious gynaecology clinic and research centre, illustrated the potential

currently spending Pta10.5m to expand a city hospital it acquired in the early 1990s.

More recent examples of branding Barcelona include a venture called the Mediterranean Diet Development Foundation which hosted its second Mediterranean Diet congress last year and which is backed by several large food and drink corporations

Statistics suggest that the unceasing salesmanship is reaping rewards. Direct foreign investment in Barcelona last year totalled Pta90.5bn, 33.7 per cent up on the figure for 1997.

Branding Barcelona helped the city's greater metropolitan area to gain a 34.6 per cent share of total foreign investment in Spain

The city hall views these figures with satisfaction - the Barcelona brand name is drawing in the crowds - and also with alarm because it rightly believes that demand will outstrip supply and drive up prices. It is therefore study-

## THE PORT by Jimmy Burns

## Fresh confidence as the millennium approaches

Development and expansion programmes and new ports legislation make it easier for Barcelona to compete and meet the demands of both domestic and foreign trade

It is almost 100 years since Joan Maragall, Catalonia's most famous poet, bemoaned how Barcelona had lost a sense of its identity, turning away from the sea and inwards upon itself.

Now with the approach of a new millennium, the city is enthusiastically looking to the sea again, its status as one of the great Mediterranean ports re-established.

A new confidence is sweeping through local government about its ability to compete in the future thanks to continuing development and expansion programmes.

Joaquim Tossa, the port authority's president, believes Spain's new Ports Law, approved in December last year, has made it easier for Barcelona to react with speed and efficiency to the ever-changing demands of domestic and foreign trade.

The law scrapped the state holding company introduced by the socialist government five years earlier, and returned a large degree of autonomy to the leading port authorities around the country.

Although Barcelona still has to co-ordinate closely with Madrid on its development plans and funding, Mr Tossa - an appointee of the regional government - puts the emphasis on co-operation. The closing forecast of the 1998 financial year showed a fall of 0.69 per cent in total traffic (including ships' supplies and fishing), which

in real terms means some 175,000 tonnes less than the previous year.

Bulk goods - specifically natural gas, potash, and cement - have pushed traffic statistics downwards, for short-term, structural reasons.

Nevertheless, general cargo, which brings in the greatest added value and income to the port, increased by 10 per cent, with a total of 12,899,000 tonnes moved. The port has for the first time ever exceeded the figure of 1m container units (TEUs)

experiencing a 15 per cent increase and cruise lines increasing by 32 per cent.

"Our only problem until now has been lack of space," says Mr Tossa. "But with our current 12-year strategic plan we're going to practically double in size and become a Mediterranean leader, competing not just with domestic rivals like Valencia but also with Marseilles and Genoa."

Mr Tossa puts great emphasis on Barcelona's conversion from a coastal traffic and fishing port - which it was in 1986 - to the top Mediterranean intermodal centre by the year 2011, trading with the Magreb, Israel, and the Far East, with particular expansion focused on China.

A key element in the port's development plan is the Delta Plan which changes the course of the Llobregat river at an estimated cost of between Pta400m and Pta500m. The plan will allow the port to gain 723ha of additional land, more than doubling its current area of 530ha.

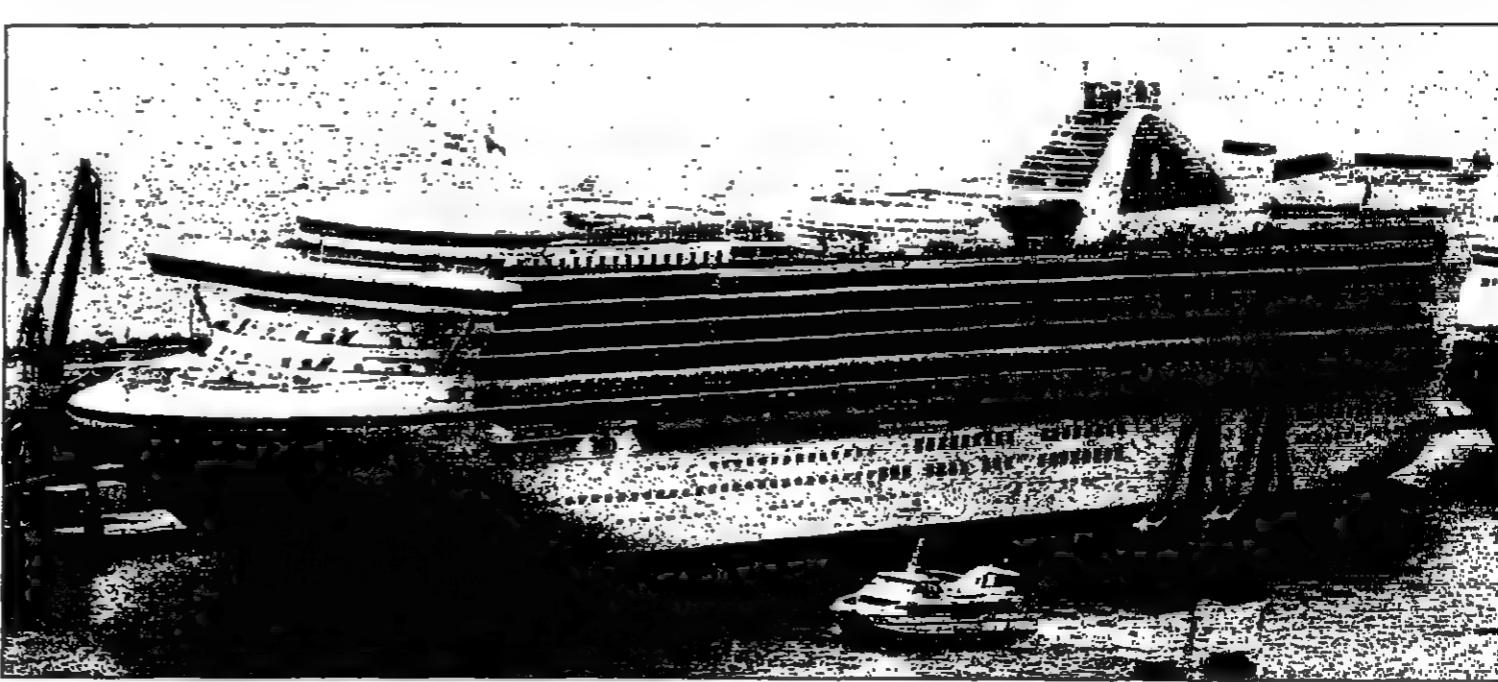
The programmed expansion includes new quays and container, cruise, and multipurpose terminals and, crucially, a new rail station to take advantage of the introduction in 2004 of the European gauge which will mean goods unloaded at the port reaching European destinations faster, and therefore more competitively.

According to Mr Tossa, savings of \$160 per container and three days transit time could be made on cargoes from Asia. Such estimates have fuelled closer co-operation between the ports of Barcelona, Genoa, and Marseilles in pressing the European Union to invest more in transport infrastructure in southern Europe.

"We want to end the privileged status that northern ports have historically enjoyed partly because they have dominated policy and partly because many of them have been recipients of hidden subsidies," says Mr Tossa.

In one financial year, imports increased by about 8 per cent, with exports experiencing a more modest increase of 2 per cent because of the effects of the Asian crisis. Vehicle traffic showed a significant increase of 22.6 per cent with 640,000 units moved in 1998.

The last year also saw a positive turnaround in the volume of passenger traffic, with the short ferry route to the Balearic islands



With the 1992 Olympic Games came a new approach to industry and investment AP

## INFRASTRUCTURE by Tom Burns

## Rival development visions pose a terminal problem

An increasingly bitter argument between the Catalan government and the Barcelona city council is unlikely to be resolved before the summer

The rivalry between the Generalitat, the Catalan government, and the Barcelona city council, which is where most of the region's inhabitants live and which accounts for the bulk of its wealth, is a fact of Catalonia's political life.

It is intensely coloured by the competing ambitions of the Socialist party, which has run the city hall since the first post-Franco municipal elections were held in 1979, and the Catalan nationalists whose evergreen founding father, Mr Jordi Pujol, won control of the restored Generalitat a year later.

In few areas of public policy is the rivalry more visible and the difference of opinion more pronounced than in infrastructure arrangements for the city.

The two institutions, whose headquarters appropriately occupy opposite sides of the Placa San Jaume, in the heart of old Barcelona's gothic quarter, have clashed in the past over the city's metro system and its ring roads.

The start of high-speed train services to Barcelona, which represents the biggest transport development since the city gained a proper airport in 1949, is now building up to become the biggest infrastructure battle to date. Within the next five years the train will link Catalonia to Madrid and to the French

border. At stake is a crucially important issue: where should the high-speed train stop when it reaches Barcelona?

The Generalitat wants the high-speed train station to be built in San Cugat de Valles, a one-time farming village well outside Barcelona's city centre that has transformed itself into an industrial park and one of the favoured sites of high-tech companies investing in the region. A toll motorway and tunnel through the mountain range that presses Catalonia against the Mediterranean has cut travel time between the city centre and San Cugat to 20 minutes.

The city hall does not want a high-speed train station at San Cugat; it is determined that the railway terminal should be within the city's limits. It does not want Barcelona to be bypassed and, more to the point, it wants the high-speed train to be a catalyst for the urban renewal of the city's north-eastern suburbs.

The increasingly bitter stand-off over the alternative locations is unlikely to be resolved one way or the other before the summer, and already it is clear that the two sides are arguing at cross-purposes about different priorities.

The quarrel centres on radically opposed conceptions of how a big infrastruc-

tural development, such as linkage to a high-speed train network, should best be utilised. The cost implications of one option and the other are hugely different and they highlight the disparity of the two platforms that have entered the debate. Should the new infrastructure serve Catalonia as a whole or ought it to primarily benefit Barcelona, the region's powerhouse, and aver the decline of its inner city?

A high-speed train station at San Cugat, skirting Barcelona, comes at a bargain basement price of some Pta3bn. Understandably it is the preferred location not just of the Generalitat, which has the largest Catalonia picture in mind and wants the project off the ground as soon as possible, but also of the development ministry in the Madrid central government which will be responsible for financing the high-speed network.

The inner-city location chosen by the Barcelona council would cost at least 15 times more than the San Cugat station and one commonly accepted figure for the eventual bill is Pta50bn. This is because the council wants a multi-functional high-speed train terminal that will be the focal point of an intermodal transport complex.

The city hall's grand plan, called the Sagrera-Sant Andreu plan after the proposed location of the intermodal complex, is to have the bullet train from Madrid enter south Barcelona near the airport, where it will stop, and then continuing underground to resurface near the city's northern limits.

If the city's planners have their way, the high-speed train terminal at Sagrera-Sant Andreu, in what is at present an industrial waste-

complex, currently still on the drawing boards, aims to be a logistics and transport hub that will feed new ring road links and the city's bus and metro services as well as commuter trains and regional train services for other Catalonia destinations.

Barcelona has never done things by halves in the past and the Sagrera-Sant Andreu plan for the high-speed train belongs to the same tradition that used the 1992 Olympic Games and the requirement to house the event's athletes as an excuse to redevelop a swathe of decaying, industrial Barcelona.

The former Olympic village is now totally integrated with Barcelona and has given the city a sea-front, beaches and marinas. If the city's planners have their way, the high-speed train terminal at Sagrera-Sant Andreu, in what is at present an industrial waste-

area, will be a rich source of jobs and provide an additional boost to a key neighbourhood of revamped Barcelona. It will be linked to a continuing big redevelopment in the Poble Nou area that adjoins the gleaming Villa Olímpica.

Nobody can accuse the city council of short-term policies and it is easy to admire its uncompromising awareness of the challenges that will eventually face the inner core of large urban areas if economic activities are allowed to move away to the suburbs.

Maravillas Rojo, Barcelona's deputy mayor and the Sagrera station's most eloquent promoter, says the project has become wholly and utterly necessary from the strategic point of view.

"If we don't have an inter-

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14/11/1999

REBUILDING THE LICEU by David White

# Rap music heralds Puccini's return to opera house

Barcelona's disaster-prone Gran Teatre del Liceu is rising from the ashes to resume its role as an emblematic institution and symbol of social prestige and cultural stature

Rap music blares through the upper reaches of the Gran Teatre del Liceu, Barcelona's opera house.

Faithful to their own choice of accompaniment, builders, upholsterers, decorators and electricians are racing to complete reconstruction by the summer. That will leave three months of trials before an emotion-charged resumption of performances in October.

The Liceu will begin again with the same Puccini opera, *Turandot*, that was being rehearsed when the building was destroyed by fire one last January morning five years ago.

The fire, which gutted the auditorium and stage and brought down the roof, provoked an immediate sentimental response. And now the rebuilt Liceu is set to regain its place as an emblematic institution, a symbol of social prestige and cultural stature, strategically located on the bustling

Rambla, the city's quintessential thoroughfare.

The arts have long been a vital part of Barcelona's claim to international recognition; culture is reckoned to account for about 5 per cent of its economic output and theatre is arguably nowadays its liveliest facet.

Reconstruction of the Liceu has taken a year longer than planned, but has been pursued with determination while Venice's La Fenice, victim of a similar disaster three years ago, remains a ruin.

Barcelona's co-ordinated approach has managed to bypass the political and financial squabbling which has dogged other European opera houses such as London's Covent Garden or the Paris Bastille. It contrasts sharply with the vaudeville saga of delays, arguments and mishaps at Madrid's Teatro Real, which reopened for opera in 1987 after almost 10 years closure and a long

phase before that when it was used only as a concert hall.

The Liceu, previously under private ownership, has been converted into a publicly-owned theatre run in co-operation with private-sector sponsors. A third of the Pta15bn reconstruction cost is privately funded, with half coming from a combination of local, provincial, regional and central governments and the remainder from insurance companies, who made it a condition of payment that the building should be restored to its former use.

The fire five years ago was not the first catastrophe. Founded by a music school, the Barcelona Philharmonic and Dramatic Lyceum (thence the name), the opera house was inaugurated in 1847. It was wrecked by a first fire in 1861, but managed to open again two years later. Then in 1893 an anarchist bomb killed 20 of the

audience during a performance of *William Tell*.

The Liceu was run by a proprietor company until the 1980s when public authorities took over the management. After the 1994 fire, the shareholders, who still retain seat rights, transferred ownership. More than 30 sponsors including banks, companies and broadcasters were brought in as minority partners in a foundation responsible for rebuilding and running the opera. In return for their contribution they get publicity and rights to tickets and occasional private use of the premises.

Work, which got under way three years ago, ran

into problems when it became necessary to build a deep underground wall to seal off the stage area from water.

Inside, the five-tier theatre

is a near-replica of the old

Liceu, with the same 2,300

capacity but improvements

in lighting, acoustics, broad-

casting facilities, comfort and safety, plus a new foyer and a greatly expanded stage section. The reconstruction involved the purchase of surrounding buildings and dislodging some 100 residents in order to more than double the size of the site.

The stage area, with computerised machinery, will

now occupy most of the site, making the Liceu more like other big European opera houses and enabling it to put on as many as three alternating productions, increasing the number of performances, with different casts and at different prices and times.

"In some respects the

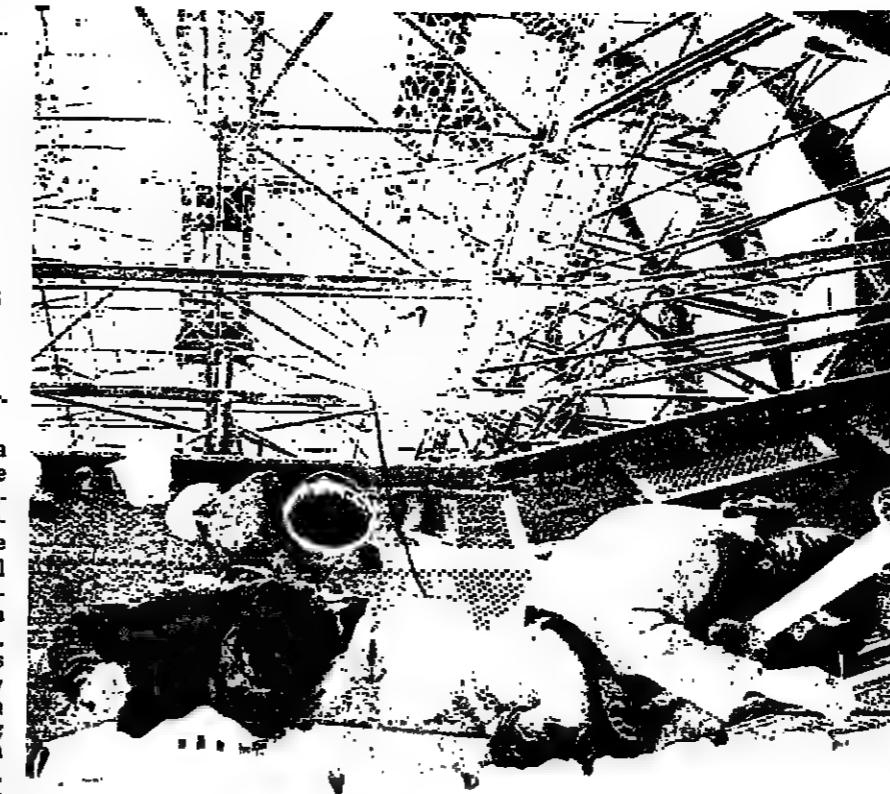
obsession for rational management". Targets covering both the budget and the artistic programme have been laid down in a four-year contract. The number of staff is to be limited to 275 including orchestra and chorus, compared with more than 420 at the time of the fire.

The aim is to keep subsidies - currently Pta3.15bn, or 63 per cent of the total annual budget - unchanged, except for inflation adjustments.

The *Turandot* production, by Nuria Espert, actress and theatre director with Bertrand de Billy, the Liceu's new French music director, will not be an ambitious one, Mr Caminal admits.

For prudence's sake, few novelties are envisaged in the first year, with a limit of two productions running concurrently. The first season's programme includes eight operas and two ballets, with recitals in November by Montserrat Caballe, Marilyn Horne and Alfredo Kraus. Some midnight performances are planned in an attempt to win young audiences.

A few months ago, the gilt on the balconies could be glimpsed from the street through an opening. Mr Caminal says reconstruction has deliberately given priority to the public areas of the Liceu - to give people visible evidence that they are getting their opera back.



Priority has been given to the public areas during reconstruction of the Liceu

AP



PROFILE  
EI PERIÓDICO DE CATALUNYA

## A calm insight into reality of a bilingual society

In its constant battle to raise the linguistic ceiling, Catalonia's regional government is currently crossing swords with Hollywood moguls over its demand that more box office hits should be dubbed into Catalan, as well as Castilian Spanish.

For an altogether calmer insight into the reality of a bilingual society it is preferable to pick up the two daily issues that are published by Barcelona's best-selling daily newspaper, *El Periódico de Catalunya*.

Launched with a young staff in the post-Franco period when home rule was restored to Catalonia, *El Periódico*'s achievement has been to draw level with *La Vanguardia*, the region's newspaper of record for more than a century and one of Spain's most admired journals.

If it has recently inched ahead of its powerful establishment rival, this is due to a bold editorial initiative that separately addresses both Catalan and Castilian Spanish readers whereas *La Vanguardia* prints only in Castilian.

The credit for this belongs in great part to Antoni Franco, one of *El Periódico*'s founding journalists, who returned to the newspaper as editor in the early 1990s with a brief to narrow the gap on *La Vanguardia*. As he pondered over the challenge, he began to think about his daughter and rapidly came up with his dual edition idea.

His daughter belongs to the second intake of children in the region who started their schooling using Catalan as the educational vehicle. "She is 25 now and the point is that everyone under the age of 26 here has been taught in Catalan and that includes just about everyone studying journalism in Barcelona," says Mr Franco.

His hunch was that there would be an increasing demand for a Catalan language newspaper among what he calls the "most dynamic sectors of Barcelona, those we find in political, civic and cultural groups". *El Periódico*'s newsroom was in any case linguistically schizophrenic: "Our editorial meetings and newsroom discussions were mostly conducted in Catalan but we all switched to Castilian Spanish when we got down to writing."

Since October last year, Mr Franco's daughter has been able to read *El Periódico* in Catalan. It is a sister edition, or more properly an identical twin edition, to the newspaper that her father had for some time been editing solely in Castilian Spanish.

Mr Franco says his idea has been vindicated. About 40 per cent of his readers

now buy the Catalan edition of the newspaper and with combined daily sales of the two editions totalling some 220,000 - some 10,000 more than when it was printed only in Spanish - he believes *El Periódico* has edged ahead of *La Vanguardia*.

At Mr Franco's insistence, the Barcelona-based Grupo Zeta, Spain's third-biggest newspaper group, spent about Pta800m developing software that would translate from Castilian Spanish to Catalan for *El Periódico*, the group's flagship newspaper. This has eventually allowed *El Periódico*'s journalists to write their stories in Castilian and, at the push of a word-processor button, have their words switched into Catalan.

The translations are,

however, not perfect and every evening 20 sub-editors who have studied Catalan philology descend on *El Periódico*'s newsroom to give the Catalan edition a final polish. Their task is

ensure that the second version of the newspaper is exactly the same as the first in style as well as in content.

Mr Franco is emphatic about the "sameness" of the two editions. Articles on bullfighting, which Catalans on the whole do not approve of, are printed in the Catalan edition just as reports about castellers, a festive Catalan event which involves young men standing on each other's shoulders to form a human tower, appear in the Castilian edition.

Stylistically, the Catalan edition reproduces the same punchy and crisp writing of the Spanish version. *El Periódico*'s is not the only daily newspaper to be published in Catalan but it is the sole one to have gained what by Spanish standards ranks as a large readership.

Mr Franco says this is because it favours

"accessible Catalan, the language that people speak in the streets" over the arcane vernacular of other publications.

The dual versions of *El Periódico* arguably provide the best evidence that Catalan has gained considerable ground in everyday usage on Castilian Spanish in Barcelona, as elsewhere in Catalonia.

This time next year, the newspaper's journalists will be writing in either Catalan or in Castilian, according to their preference, and the software will be able to translate each language into the other.

Mr Franco believes that the readership will soon be evenly split between the two editions, and it is reasonable to expect that, over time, the Catalan version will be the predominant one.

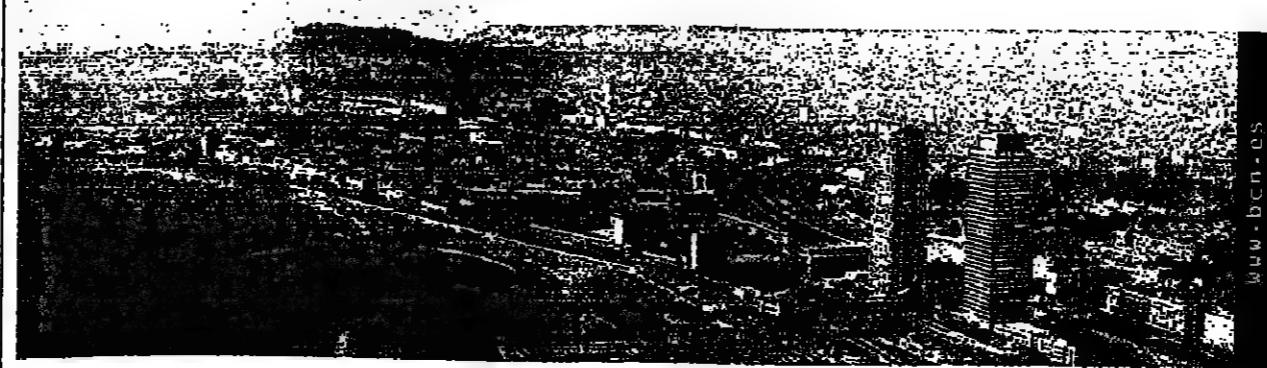
Tom Burns



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*Yoshikazu Hanawa, President of Nissan Motor Co., Ltd.*

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EL PORT DE BARCELONA  
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## BARCELONA 4

URBAN DEVELOPMENT by David White

# Olympic face-lifts brought brighter aspects to city

An entire shoreline sector will soon have been redesigned and Barcelona is once again extending its boundaries

Barcelona's history can be read on its map like the rings on a tree-trunk. The modern city shows the evidence less of continuous change than of intermittent dramatic transformations.

The 1992 summer Olympics brought the most recent spurt of activity, a surgical facelift which brightened the city's whole physiognomy. A section of Mediterranean waterfront was rescued from oblivion - stretching from the old port, now devoted to leisure activities and a World Trade Centre under completion, to the harbour area built for the Games, where the neglected remnants of a Victorian industrial zone were cleared and Spain's oldest railway line was ripped out to create a new district.

Barcelona, which seemed almost to have forgotten it had a sea front, gained 4km of urban beach. A fresh impetus is now under way to finish the job of opening up the seafront further to the east.

Many of the projects put in motion for the Olympics were thought about for years but never implemented, says Xavier Casas, deputy mayor responsible for urban development. Plans for ring roads, for instance, had been around since the 1960s. And even then, not all the projects were carried through.

Bold planning initiatives go back a long way. A tongue of land known as Barceloneta next to the old port - a run-down area until recently - was developed in the middle of the 18th cen-

tury to house people made homeless by the building of the Ciutadella fort, a symbol of Bourbon dominion.

The fort was later demolished and the site, now a park, used for Barcelona's Universal Exhibition in 1888.

By then, radical change was well under way - a new inland city for a burgeoning bourgeoisie invading former military land beyond where the medieval walls used to be.

The building of the Eixample - "extension" - continued until about 1910, on an unrelentingly rectangular street pattern, mollified by chamfered corners. Engineer Ildefons Cerdà's design was to Barcelona what Baron Haussmann's boulevards were to Paris.

It is perfectly described by

Australian art critic and writer Robert Hughes in his comprehensive book *Barcelona*: "a grid layout of squares that encloses Barcelona's old city like a walnut in an enormous slab of stamped chocolate."

rehousing requirements. But work began last year on a giant \$800m private development in the area by the Houston-based Hines group.

The Diagonal Mar project, extending Barcelona's new Mediterranean frontage, is

designed as an integrated residential, commercial and entertainment complex over 3ha, including a public park and a zone set aside for a congress hall. Building of the first stage of more than 1,000 residential units is due to start in April, with the whole project scheduled for completion by early 2001.

One part of the Cerdà plan, however, is only now being put into place. A diagonal avenue - called just that, *Avinguda Diagonal* - which slashes across the gridiron pattern was meant to extend to the shore east of the city. Getting this done for 1992 proved too complicated because of

designated as an integrated residential, commercial and entertainment complex over 3ha, including a public park and a zone set aside for a congress hall. Building of the first stage of more than 1,000 residential units is due to start in April, with the whole project scheduled for completion by early 2001.

Jay Wyper, Hines' general manager in Spain, says 4,000 inquiries have been received even before the project goes on sale.

With plans for Barcelona's Universal Forum of Cultures in 2004 also in hand, this entire shoreline sector will

the 1960s as migrants poured in from other Spanish regions. The building of shoddy apartment blocks in the outskirts, often without proper roads, coincided with the impoverishment of some of the oldest quarters.

After long neglect, Mr Casas says about Pta120bn of public funds from a range of sources, including European Union grants, has been invested in housing and other facilities in the old city in the past 10 years, including Barcelona's Contemporary Art Museum (Macha).

A council-led venture, Cittat Vella, covering 20 separate projects, is a prime example of the mixed "Barcelona model", based on partnerships with banks, tradespeople and service industries.

Apart from conservation of the city's historic core, more drastic rehabilitation has been under way on the other side of the Rambla, the tree-lined avenue at the heart of Barcelona.

This dilapidated Raval district, once densely populated, lost 70 per cent of its inhabitants between 1960 and 1990, becoming a refuge for African and Latin American migrants and a hive of the heroin trade.

In the streets behind the rebuilt Liceu opera house, due to reopen this year, one can still just catch the flavour of what used to be the dark depths of the red light district known as the Chinese Quarter - the remains of a raucous, more secret Barcelona, now changing beyond recognition.



PROFILE  
FOOTBALL CLUB BARCELONA

## Barça purists ponder the price of success

Anyone doubting the special status that Football Club Barcelona enjoys in the political, cultural, and economic life of the city would need to have been blind over the past year.

The club's centenary celebrations have included a whole range of mass activities from an Olympic-style sporting extravaganza in FC Barcelona's huge Camp Nou stadium (capacity 120,000) to an unprecedented 42-part documentary series devoted to the history of the club on prime time Catalan TV - all with the blessing and encouragement of the local regional government and elected mayor.

As one of the producers of the programme, Eduard Boet puts it: "In many ways the history of the club is inseparable from the history of Catalonia. A great thing about football, though, is that it makes politics accessible to a wider audience." It also makes a lot of money, he could add.

Barça as it is affectionately known locally, was formed in 1898 - the year the Spanish empire lost its last colonial outpost but when Catalan nationalism was poised for a revival.

Founded by a Swiss entrepreneur who had set up home in Barcelona, the club spread from its middle-class beginnings to become a mass movement with an underlying loyalty to the Catalan nationalist cause.

This sense of identity was fuelled during the dictatorship of General Primo de Rivera in the 1920s and later during the Franco years, when the football club survived as one of the few institutions in which Catalans could express their separateness from the rest of Spain.

Democracy has given Catalans cultural, political, and a large measure of economic freedom. But the club is still a bastion of collective sentiment, no

more fanatically expressed than in bruising encounters with Real Madrid.

The rivalry not only has its roots in the past, but is also actively promoted for commercial reasons.

Matches between the two represent one of the great events of the international football calendar, followed by dedicated fans around the world, and generating massive TV and sponsorship revenue.

"If Real Madrid did not exist we would have to invent it," Manolo Vazquez Montalban, the Catalan author, has commented.

According to a recent survey of the richest football clubs in the world published by Deloitte & Touche and FourFourTwo magazines, Barça has the edge on its historic rival in financial terms - Barcelona is second, and Real Madrid third in a table topped by the UK's Manchester United.

Its annual turnover of £58.9m compares with Manchester United's £87.9m although Barça has managed to remain - as it has been since its foundation - owned by its members.

With average attendances exceeding 75,000, a current membership of 105,000, a loyal TV audience of more than 500,000, and a



Barcelona has invested in some of the world's best players including Rivaldo of Brazil

paternal style of

management with a sharper

if more ruthless

administration, with the

emphasis on maximising the

club's economic potential.

In his 20 years in the hot

seat, Mr Nuñez has presided

over a massive expansion of

the club membership - it

stood at just 77,000 in 1978

- and in its annual revenue,

exchange claiming that not to do so would risk losing a political and cultural identity to some intangible force. At the same time membership fees and season tickets have traditionally been kept relatively cheap compared to other Spanish clubs, in order to maintain a volume of support that itself has ensured increasing commercial spin-offs.

The figures speak for themselves. Despite the growth in membership, the percentage of total revenue represented by members' fees and ticket sales has fallen from 87 per cent to 35 per cent since 1978. In recent years the big new source of revenue has been in the form of TV contracts, particularly lucrative whenever the club plays in European competitions, and essential in offsetting the cost of players which in the 1997-98 accounts are put at more than Pta7bn.

"Our strategy is to resist

and respond to the increasingly competitive

world of international football while preserving our identity

as a club," says Jaume Pares, the club administrator.

The establishment of a semi-charitable foundation through which local corporate companies and institutions can channel funds to the club's social projects has helped the revenue side, as have a number of sponsorship and merchandising deals.

But the club's most ambitious project remains a Pta40bn project to convert the area surrounding the Camp Nou into a huge theme park and leisure centre to attract more than 7m visitors a year, more than double the number that currently visit the stadium and nearby wornout.

Such plans worry the purists among the Barça membership, as does the fact that the team now has more Dutchmen and Brazilians than Catalans.

Exactly what the price of success is remains a question that produces divisive debate.

Jimmy Burns

**The great thing about football though is that it makes politics more accessible to a wider audience'**

worldwide network of more

than 1,200 fan clubs, Barça

is the best supported

football club in the world.

Josep Luis Nuñez, the

club's president, is world

sport's longest surviving top

man, having successfully

seen off attempts to topple

him in membership elections

periodically held since he

took over in 1978.

Mr Nuñez, a construction

magnate, replaced a

somewhat benevolent if

from Pla817m to Pla14.9bn.

Along the way, he has

expanded the capacity of

the Camp Nou, invested in

some of the world's best

players and managers

- including Maradona,

Cruyff, and Ronaldo - and

become one of the most

powerful figures in the city.

The Barça membership

has traditionally taken pride

in its ownership of the club,

doggedly refusing to be

seduced by the stock

exchange claiming that not to do so would risk losing a political and cultural identity to some intangible force. At the same time membership fees and season tickets have traditionally been kept relatively cheap compared to other Spanish clubs, in order to maintain a volume of support that itself has ensured increasing commercial spin-offs.

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Jimmy Burns

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TRADE BRIDGE by Canute James

## Proposal is regarded as a challenge and opportunity

Puerto Rico is hoping to transform itself into a 'trade bridge' between North and South America, and between the Americas and Europe.

The proposed Free Trade Area of the Americas, to be created in 2005, is regarded by Puerto Rico's administrators as both a challenge and an opportunity. The island will face competition for markets in the US from the members of the free trade area, many of which could be more competitive because of lower production costs. Carlos Vivoni, secretary of state for economic development and commerce, prefers to see this as a chance for

the island to play a key economic role. "There are 34 countries that will create the Free Trade Area of the Americas in 2005, and this will create an opportunity for Puerto Rico," he said.

With \$3bn being spent on improvements to its infrastructure, Puerto Rico is hoping to transform itself into a "trade bridge" between North and South America, and between the Americas and Europe. The island's ports and airports

are being improved, and officials say that with its geographical location, the island will be a natural hub for trade in goods and services between North and South America.

Puerto Rico's administration has opened offices in several Latin American countries, including Brazil, Argentina and Mexico in an effort to attract business. "Puerto Rico can be important in the development of trade in the hemisphere not

only because it has the infrastructure and the transportation links, but also both Spanish and English, which are the two most widely used languages in the hemisphere spoken in this island," Mr Vivoni said.

The Free Trade Area of the Americas will be a trade bloc with 800m people and with commerce valued at about \$10,000bn. Mr Vivoni said that the government's efforts to diversify the economy, reducing dependence

on manufacturing, and developing a range of services, will allow Puerto Rico to take advantage of all sectors of the expanded hemispheric market.

Anibal Acevedo Vilá, president of the opposition Popular Democratic party, agreed that the island had several advantages in trying to position itself as a commercial centre in the Americas. "Puerto Rico can be a trade hub in the Americas, although we have lost some

momentum in achieving this. Latin America can do business here because Spanish is spoken, and the island can make much of the fact that it is not part of the US tax system."

The island will face competition in this drive to be the centre of hemispheric trade, said José Villamil, one of Puerto Rico's leading economists.

"Its location is not the most appropriate in terms of shipping between North and

South America, and it has already lost some advantage to other centres such as Miami.

"But this island can be a key hub in the development of regional services such as health, construction and financial services, but not in transshipment," Mr Villamil suggested.

The government does not see Puerto Rico attempting to displace existing trade centres such as Miami, but instead making use of

increased trade in the hemisphere, explained Mr Vivoni.

"Other locations such as Miami are operating at full capacity, and incremental business will have to find other locations," he said.

"The plan is not to displace other gateways, but to make use of an increase in trade between North America and South America. We have very good communications by sea and air to both North America and South America."

THE ECONOMY by Richard Lapper

## Recovering from Georges

There have even been suggestions that the economy might benefit from last year's hurricane

Many of its neighbours in the Caribbean and Central America were devastated last year by powerful hurricanes. But Puerto Rico is recovering rapidly from Hurricane Georges - the worst disaster in its modern history.

Four months after 110mph winds tore through the centre of the island, the effects are barely noticeable.

The El Yunque rainforest which was turned brown after the disaster "is now lush and green," says Pedro Rossello, the governor.

He says: "There has been a fast turnover by nature. The recovery has been fast and in some respects remarkable. Essentially, everything is back to normal and in some cases supernormal levels."

Puerto Rico's resilience reflects both the growing sophistication of its economy and its close relationship with the US. The island's agricultural sector - like that of the Dominican Republic, Nicaragua and Honduras - was badly disrupted by the hurricane, with losses amounting to \$300m.

But although farming is still the dominant economic activity in much of the region it accounts for only 1 per cent of gross domestic

output in Puerto Rico. Roads and bridges were destroyed and tourism was hit. But the extent of the damage there pales in comparison with that caused by Hurricane Mitch in Honduras.

"There was damage to infrastructure but nothing that impaired people's ability to travel round the island," says Carlos Vivoni, secretary for economic development and commerce. And recovery has been rapid.

Although the winds damaged power lines and left Puerto Rico without electricity, two-thirds of the electricity system was working within two days of the storm.

Although 40 per cent of hotel rooms were damaged by the hurricane, most had been repaired by the beginning of this year, with the sector functioning at 90 per cent of capacity.

Manufacturing - which now accounts for some 40 per cent of gross domestic product - was largely unaffected.

"There was some damage to roofs and fences," says Carlos Vivoni, "but machinery and equipment were basically unaffected and that allowed for a quick start-up of production once electric-

ity supplies were restored."

In addition, the relatively high level of insurance coverage and access to help from US federal agencies has meant that capital to fund reconstruction has been flooding into the island.

Puerto Rico can draw on support from four federal agencies - the Federal Emergency Management Agency, the Small Business Adminis-

**Increased activity in construction could boost growth to as much as 3.5%**

tration, the Department of Agriculture and the Department of Housing and Urban Development.

Insurance and reinsurance is expected to cover up to \$1.7bn of the island's losses.

Indeed, there have been suggestions that the hurricane could actually benefit the economy: increased activity in construction could boost growth to as much as 3.5 per cent in the

fiscal year to June 30, 1999, compared to an estimated 3.1 per cent last year.

Last year, construction expanded by 1.5 per cent, partly as a product of ambitious government-financed schemes.

Mr Vivoni suggests that reconstruction activity could cushion any negative effects stemming from a possible slowdown in the US.

Before the hurricane struck, the government had expected growth to slow to between 2.8 per cent and 2.9 per cent.

In any event, low US interest rates and cheap oil will also help Puerto Rico this year. Because Puerto Rico's electricity generators are all oil-fuelled, the country is particularly well placed to benefit from the fall in the international oil price.

The ease with which Puerto Rico has recovered from the hurricane has allowed the government to quickly refocus on its longer-term plans to diversify the economy away from relatively low-tech manufacturing towards a much broader base of high-tech and services.

The elimination of the US Internal Revenue service's Section 936 - which allowed

US corporations investing in Puerto Rico not to pay tax on profits left on the island - is one of the factors that stimulated Governor Rossello to introduce a new policy.

In addition, though there was increasing official concern about the slowdown in the rate of growth from the 1980s and 1990s to as low as 2 per cent are offered, depending on the number of jobs created and the investment being made.

Before the hurricane struck, the government had expected growth to slow to between 2.8 per cent and 2.9 per cent.

Already, there are some signs that manufacturers are leaving the island as a result of the end of the tax incentive.

Some 9,000 jobs have been lost in the garments sector since the early 1990s.

But new tax incentives were introduced early in 1996 and there are signs that the island is attracting some new European investments.

Jaime Morgan-Stubbe, executive director of the Puerto Rico Industrial Development Company, says that at least 2,000 new jobs were created last year as a result of new investments.

He says he is in negotiations concerning a further 12 developments which could bring between \$500m and \$800m in new investment to the island.

Puerto Rico's labour stability, as well as low labour costs, is an attraction for European investors, says Mr Morgan-Stubbe. Only about 8 per cent of the labour force are members of trade unions, compared with 20 per cent in the 1970s.

"This is attractive to European companies who have become used to hyperactive unions," he says.

The new regime is reducing corporate taxes in an effort to stimulate the economy by encouraging investment in research and development, job training and upgrading of operations, facilities or machinery. Cor-

porate tax for qualified businesses has been cut from 14.5 per cent to 7 per cent. Further reductions to as low as 2 per cent are offered, depending on the number of jobs created and the investment being made.

Taxes on distributed dividends have been eliminated and companies can now enjoy a 200 per cent deduction for research and development and job training costs. Government officials say they expect the new incentives to double the pace of economic growth from the current average rate of about 3.5 per cent a year.

The new regime also favours traditional labour-intensive industries such as textiles, clothing, leather goods and fish canning. These qualify for a maximum 4 per cent tax rate, which can be further reduced to 2 per cent.

The new tax structure is already attracting businesses and encouraging existing investors to expand, says Jaime Morgan-Stubbe, executive director of the Puerto Rico Industrial Development Company.

"There has been some expansion in manufacturing since the start of the phase-out of Section 936. There have been several major investments and expansion. Three of these are valued at \$400m. There are 12 others in the pipeline with a combined value of between \$800m and \$900m."

Anibal Acevedo Vilá, president of the opposition Popular Democratic party, is not convinced that the changes expected from the new incentives will bring the economic rewards which the government is anticipating. Encouraging the expansion of services is good, he says, but the new arrangements cannot make up for losses suffered with the start of the phase-out of the benefits from Section 936.

"The new arrangements cannot replace the value of manufacturing to the economy. In the economic reality of Puerto Rico, services will never make up for jobs lost in manufacturing." There is need for diversification, but not at the expense of manufacturing, argues Mr Acevedo Vilá.

José Villamil, one of the island's leading economists, says: "The new tax regime can compensate for any losses from Section 936. But it will take a few years for the new measures to be reflected in economic performance."

"One positive element in the new regime is that it gives rewards for research and development."

The longer-term purpose of the new incentives is to prepare Puerto Rico for competition from other regional economies which are targeting the US, such as Mexico.

"Countries like Mexico are improving their industrial infrastructure, and there are new areas being identified for Puerto Rico which we need to exploit," said Mr Morgan-Stubbe.

"These incentives are the foundation for staying ahead."

BANKING by Richard Lapper

## Deregulation paves the way for rapid expansion

The end of Section 936 incentives, far from being a disaster, looks like being a relatively smooth transition

The abolition of the tax incentives that have persuaded some of the United States' biggest corporations to leave their profits in Puerto Rico could have proved disastrous to the island's financial system.

But Puerto Rican banks have not only survived the end of so-called Section 936, they are prospering as never before.

Deregulation and the adoption of new technologies, combined with a wave of mergers and acquisitions in the sector, have paved the way for rapid expansion, with growth of the domestic deposit base and new funding on the capital markets more than making up for the gradual decline in the 936 deposits.

"Some people predicted a meltdown in 1996 but that was utterly absurd," says Joseph O'Neill, the commissioner of financial institutions. "It is going to be a relatively smooth transition."

Under 936, US corporations operating in Puerto Rico were exempted from paying tax on profits earned on the island. In addition once money was deposited in the local financial system, any interest earnings were also free from federal tax, under a provision known as qualified possession source investment income (qpsi).

Even though such deposits typically earned interest at a rate of about a fifth of a percentage point below the London Inter-Bank Borrowing Rate (Libor), the incentive was enough to swell bank liquidity, with so-called 936

funds in the commercial banking system amounting to \$5.3bn in 1994.

Since then, these deposits have shrunk by about \$2.2bn and are expected to decline further. But at the same time, overall bank deposits have grown.

According to the commission, commercial bank deposits reached about \$25.8bn at the end of September last year (the latest date for which figures are available), compared to \$22.4bn in June 1994. Bank assets have also continued to expand, reaching \$38.7bn at the end of September 1997, and bank profitability has also risen, with net income (profits) rising by \$300.2m in June 1997, compared to \$293.3m in June 1996 and \$251.6m in June 1992.

The steady expansion in Puerto Rico's economy is one explanation. Since the 1980s, the island's economy has been growing at a slower pace than in the 1960s and 1970s. Even so, growth in the past five years has been slightly faster than that of the mainland US economy.

Low interest rates - Puerto Rican rates are essentially the same as in the US - have also helped, encouraging borrowing by both retail and commercial customers. Last year, for example, new commercial and residential mortgage loans increased to \$1.8bn by the end of September, compared to \$1.2bn for the whole of 1997.

New local tax incentives introduced at the beginning of last year - and a new federal incentive known as

number of banks have sought to grow through acquisition.

Banco Bilbao Vizcaya (BBV) and Banco Santander of Spain have been particularly active, while the locally owned Banco Popular has made a number of purchases. During 1996, Santander bought the local operations of Banco Central Hispano, another Spanish bank (with which it has subsequently merged).

Last year, BBV bought Ponce Bank and has taken over the business of Chase Manhattan, which closed its Puerto Rican operations last October. Banco Popular alone controls more than 36 per cent of total deposits, while between them the top four banks control more than 60 per cent of deposits.

**Financial Times Survey**

**Bermuda**

Monday May 24

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## PUERTO RICO 3



Privatisation receipts will repair the damage to infrastructure AP

## INFRASTRUCTURE by Canute James

## Widespread spending will address years of neglect

Water, power, public transport, ports, airports and roads are all being upgraded

Puerto Ricans are about to get relief from a painful and perennial problem: a shortage of water.

For long periods in recent summers, hundreds of thousands of people have had to do without water for long periods. The chronic shortage often leads to rationing in many areas. Now relief is coming from two sources. First, the management of the Aqueduct and Sewer Authority (Prasa) is being privatised this month, promising improved services for the company's clients. And secondly, the island's water management system is being improved as part of a programme costing billions of dollars to upgrade all of Puerto Rico's infrastructure.

The improvements to the water system are being made with money which the

government is getting from the privatisation of the telephone company.

The island has a deficit of 25m gallons a day, but the work which is being done on the water system is expected to lead to a daily surplus of 15m gallons by 2002 with another 15m gallons a day available by 2004.

Prasa operations are being managed under a three-year \$375m contract by Professional Services Group, a subsidiary of Générale des Eaux de France which is owned by the Vivendi Group with headquarters in Paris. PSG says it will operate Prasa as a private company, and hopes to reduce the volume of consumer complaints about poor service which has been the bane of Prasa.

The Island's north coast, including San Juan, the capi-

tal, will benefit from the construction of a "super aqueduct" with a main line and distribution systems which could cost about \$800m. Thames-Dick Super Aqueduct Partners, a consortium of Thames Water International of London, and Dick Corporation of Pittsburgh, US, is constructing a 40-mile aqueduct on the north coast, costing \$345m. This should be completed by the middle of this year, and the government's Infrastructure Financing Authority (Afi) will finance the completion of distribution systems.

The San Juan area of the north coast will also benefit from the dredging of Lake Carraizo, the main source of water for the area. About \$60m is being spent to remove 5.5m cu m of sediment from the lake, to

increase its capacity. Improving water supplies appears to be the most urgent aspect of the \$3bn which was spent last year to improve Puerto Rico's infrastructure, all of which is being overseen Afi. Improvements are also under way on electricity, public transport, airports, seaports and roads.

"The concentration on infrastructure follows several years of neglect," said José Villamil, one of the island's leading economists. "There have been concerns about water and power, and other areas of infrastructure which need help, such as the port of San Juan."

The Electric Power Authority is spending \$1.9bn over the next four years to significantly improve generating, transmission and distribution infrastructure to



Preparing for the worst: San Juan residents stock up with water AP

ensure there is adequate power to meet future demand.

While the island's roads

are being extended, the government is hoping to overcome chronic traffic problems in San Juan with the construction of an urban railway. The system is 30 per cent complete and the first test vehicle run is expected in November. Construction of eight of the 16 stations will start by the end of this year, and the system will be completed in 2002.

The upgrading of the island's infrastructure is intended also to support the government's plan to make Puerto Rico more attractive as a location for business from the US, Europe and Latin America, and to improve the territory's chances of becoming a "trade bridge" between North America and South America.

The Puerto Rico Telephone Company, which is being privatised to a consortium led by GTE of the US, is also to upgrade its facilities. Carmen Culpeper, president of PRTC, said: "The telecommunications infrastructure base will have to be continuously upgraded. Construction is growing and increasing demand, in addition to which we have to go underground to make the system as hurricane-proof as possible."

## ELECTRICITY by Canute James

## Co-generation may be key to avoiding power deficit

Supply contracts with independent producers will help the island cope with the need for additional power

Fearing a power deficit in the next five years caused by expansion of the economy, Puerto Rico is depending on investments of \$1.9bn to provide adequate electricity.

Demand is growing at 3.5 per cent a year, the same rate as the economy. However, if the administration's plan to double the rate of economic expansion is successful, the island will need additional power.

Several plants are under construction and will be commissioned by 2002, adding significantly to the generating capacity of the government-owned Electric Power Authority (Prepa). Additional capacity is also being provided through the refurbishing of some of the company's power stations.

"Prepa is the second-largest public utility in the US, with 1.8m clients," says Angel Rivera, deputy director. "Its generating capacity currently is 4,400MW and peak demand is 3,057MW.

"There was adequate capacity last year, but we are below the level of reserve capacity which is necessary to maintain the quality of service we want to have."

In expanding generating capacity, Prepa has decided not to build any more power stations, but to seek co-generation agreements through supply contracts with independent power producers.

The prospects for avoiding a power deficit have improved with the decision by local courts to approve



Cyclists negotiate power lines downed by Hurricane Georges AP

the construction of a controversial coal-fired plant. The \$700m station, proposed by Applied Energy Systems of the US, and with a planned capacity of 413MW, was blocked when environmentalists obtained a court injunction based on a contention that it would be harmful to the environment.

"The court has given permission for the construction of the plant and we are hoping this will start by June with completion expected in 24 to 30 months," said Mr Rivera. "It will use a process which will meet all environmental considerations."

This will follow the expected commissioning later this year of a 507MW plant constructed by Enron and Keweenaw of the US. At a cost of

\$800m, the station will be fired by liquefied natural gas imported from Trinidad and Tobago.

The last plant which Prepa constructed was the Cambalache station with an output of 248MW, built by Brown Boveri of Switzerland, and which was switched into the national grid last year.

"The advantage of co-genera-

tion for Prepa is that the company will not have to find the money to build a plant," said Mr Rivera. "In addition, the companies have an obligation to perform. These additions to capacity will give us the minimum 40 per cent of reserve which we need to meet all contingencies."

Investments in the energy sector include \$220m which Prepa is spending to repower some of its older power stations in San Juan, the capital. Two small generators with combined output of 88MW, and which have ended their lifespans are being rehabilitated to a rated capacity of 46MW. This will be completed by the end of 2001.

With all these projects, Prepa will not need any increase in capacity until 2007. If demand increases beyond projected levels before then, the company will repower other ageing stations.

Local and foreign investors have been trying to engage Prepa in discussing supply contracts from less conventional sources of power. The company has suggested a plant costing twice as much, but which will accept 3,300 tonnes daily of a wider range of waste, and produce 72MW. "The key to the viability of these waste-to-energy stations is whether they can deliver

power at a competitive price," says Mr Rivera. "They are likely to be expensive sources of energy, particularly when oil prices are low."

The company is completing its recovery from Hurricane Georges which hit the island at the end of September. Storm damage, mainly to transmission and distribution infrastructure, is estimated at \$200m, but 90 per cent of this will be covered by the Federal Emergency Management Agency. This will allow Prepa to contain the cost of power delivered to its clients, says Mr Rivera.

"Our costs are competitive, but it all depends on the cost of oil. We now compare favourably with the US east coast which is between six cents and seven cents per kWh. If oil prices go up we can reach 10 cents per kWh."

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## PUERTO RICO 4

PRIVATISATION by Richard Lapper

## Sell-off sets pace despite late leap on to bandwagon

Privatisation may have started later than elsewhere in Latin America, but its scope is much more comprehensive than in other countries

Puerto Rico was late to join Latin America's privatisation bandwagon, but in some respects the island's sell-off is proving to be one of the most far-reaching on the continent.

Puerto Rico has disposed of a number of loss-making manufacturing and service ventures, and last year became the latest country in the region to sell its state-owned telephone company, when a consortium led by GTE of the US paid more than \$3bn for a 51 per cent stake. But the government's programme has also involved the sale of clinics, hospitals and prisons.

Two US corporations are involved in the administration of the island's prison system, while the government aims to complete the sale of the island's network of 84 clinics and hospitals later this year.

In a society where the government has intervened in the economy - with a good deal of success - since the late 1940s, the policy has been controversial. The privatisation of Puerto Rico Telephone Company (PRTC)

was blocked by trades unions in the early 1990s and the actual sale triggered a 41-day strike last year.

The opposition Partido Popular Democrático (PPD) says that the PRTC and some hotels were sold too cheaply and is particularly critical of the health service sales. "They are dismantling what it took 40 years to build and we will create in Puerto Rico what they are suffering in the United States. It is a bombshell," says Amílcar Acuña Víliz, a leader of the PPD.

Nevertheless, privatisation forms a crucial plank in the new, more market-oriented, economic policy launched in 1984 by Governor Pedro Rosselló.

One of the objectives has been to reduce the drain on state finances of loss-making government enterprises, which have been among the first to be sold. Puerto Rico Maritime Shipping (Naviera) - sold in March 1995 - had made operating losses in all but three of the previous 20 years, running up debts of more than \$280m.

The state-owned pineapple

plant sold in December 1995 had accumulated losses of \$55m and state-owned hotels such as the Mayaguez Hilton and Hostal El Convento had also accumulated significant deficits. Several regional airports slated for sale or closure are also losing money.

More importantly though, privatisation has been identified by the administration as one of the ways to improve the efficiency and quality of the island's infrastructure and services.

Government officials argue that capital and private-sector management expertise is needed to improve the island's telecommunications and utilities infrastructure so that private businesses based on the island can remain competitive internationally.

They say that following the deregulation of the telecoms sector in 1996, the PRTC would have been unable to compete had it remained in state hands.

"We knew that if this entity was not privatised we would be putting the future of Puerto Rico in a critical situation," says Jaime Mor-

gan-Simone, executive director of the Puerto Rico Industrial Development Company (Pridco).

Carmen Culpeper, president of PRTC, explains that under public ownership the company's ability to run its business efficiently and respond quickly to market pressures was limited. "It was bound by too many government procedures and regulations that delayed decision-making in a competitive environment," she says.

PRTC's privatisation,

which the US Federal Communications Commission

was expected to approve

early this year, will give the company much greater freedom in the way it recruits and remunerates workers.

Ms Culpeper is optimistic

that under new management

the company should be able

to increase efficiency, reducing the number of employees per line from a level of 4.5 per 1,000 lines towards the US average of 3.1.

There are no plans to sell the Electric Energy Authority, but private capital is being encouraged to participate in the electricity sector,

through the development of a number of co-generation projects. A 50MW gas-fired plant built by Ecoléctrica, at a total cost of some \$700m, is expected to come on stream in September.

The government has turned to a private sector company - Générables des Eaux de France - to improve the management at the Puerto Rico Aqueduct and Sewer Authority (Frasa).

Professional Services Group (PSG), a Générables des Eaux subsidiary, was given full

management control last September as part of a three-year contract.

According to Ms Lourdes Rovira, president of the Government Development Bank for Puerto Rico and a member of the government's privatisation committee, privatisation of Frasa may be the only way sufficient resources can be found to rehabilitate the island's network of wells and water pipelines and sewerage.

"Infrastructure problems have been abandoned for

many years," says Ms Rovira. "Our facilities are way behind."

Also on the way are plans to bring greater private sector participation into Puerto Rico's public sector pension system, a move designed to increase the efficiency of fund management and help deepen the local capital market.

Ms Rovira says the administration is likely to stop short of full privatisation but will involve private companies in fund management.

The system will also be changed from one based-on defined benefits to a defined contribution programme.

Other targets include the Public Buildings Authority, an agency that builds and manages offices, schools and other public buildings.

Ms Rovira says that the government is determined to press ahead. "It is going to be done and people will accept it," says Ms Rovira. "If we did the telephone company we can do anything."

## COLUMBUS

## Statue of controversy

A much larger than life replica of the Italian navigator Christopher Columbus is annoying residents who may have to give up their homes to accommodate it

Zurab Tsereteli, a Georgian sculptor whose 15-storey statue of Peter the Great is a well-known Moscow landmark, is the unlikely subject of a row in Puerto Rico over Christopher Columbus.

Five hundred and six years after Columbus was sighted by the native Americans, a much larger than life replica of the Italian navigator is having a difficult time finding a home on the island.

Mr Tsereteli, president of the Russian Academy of Arts, has sculpted a 660-tonne Columbus statue which is to be erected in Puerto Rico. But residents of the neighbourhood in the western Puerto Rican town where the statue is to be mounted are balking at the price they will have to pay.

Ten houses will have to be removed to make way for the statue, which is a collection of 2,000 pieces of metal. Owners of the houses say they will fight to stay where they are. The 10 houses are adjacent to the seven acres on which the \$25m Columbus statue will be sited.

Reflecting the restlessness of the 15th Century navigator, the disassembled statue has been moving around. It was taken from its original site after the Federal Aviation Administration claimed that it was a threat to air traffic.

The FAA said the statue should be reduced from its height of 237 feet to 220 feet. Officials then decided to move the statue to its new and controversial site. Mr Tsereteli's next job is to mount the statue.

Being forced to give up their houses, despite the compensation they will get, is only one thing which annoys the residents. They do not mind having the statue in their neighbourhood, some say, but they are unhappy with Mr Tsereteli's seemingly trite approach to their inconvenience.

The sculptor said he was not bothered by the possible displacement of the 10 houses to accommodate the statue. He lost his home in the Republic of Georgia, because it had to make way for "improvements".

Mr Tsereteli said he wanted to bring the statue, the Birth of the New World, to Puerto Rico because Spanish was the island's language, and because Columbus, in the service of Spain, had stopped on the island. He was told Columbus had landed in the western part of Puerto Rico.

"The climate is good. It is my home," he said. The region reminded him of his native town in the Republic of Georgia. He sees no problem in moving the houses to make way for the statue.

Canute James



Christopher Columbus landed in Puerto Rico 500 years ago

Mary Evans Picture Library

TOURISM by Richard Lapper

## Sector reaps the benefit of \$1bn of investments

The results of promotion have been impressive. Top-ranking US hotel, property and leisure companies have built new properties or refurbished existing ones

Neglected for the better part of 20 years, the tourism industry has been one of the biggest beneficiaries of the government's plans to diversify the Puerto Rican economy.

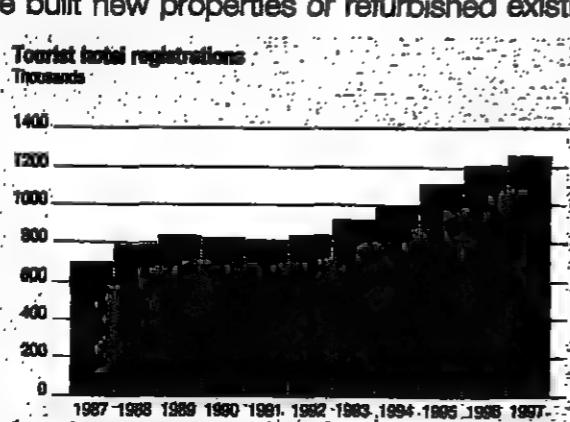
The sector, buoyed by generous incentives and a vigorous and expensive official promotion campaign, has benefited from new investments of about \$1bn in the past five years and spending by visitors has increased by about 50 per cent.

"They are focused on building the tourism industry. They weren't before," says Raúl Bustamante, general manager of Caribe Hilton, one of the island's most well-known hotels.

Under new incentive legislation unveiled by Governor Pedro Rosselló in 1993, the government offered tax incentives to hotel developers and guarantees to banks prepared to lend money for such projects. To be eligible for this programme, developers must take equity stakes of at least 40 per cent of the value of the project. But the government effectively assumes a chunk of this cost by giving tax credits for up to half this amount. These credits can then be sold on the secondary market to Puerto Ricans.

At least \$25m a year has been spent on promotion, much of which is designed to underscore Puerto Rico's attractions as a destination that combines the security and stability of the US with the excitement and tropical attractions of Latin America.

The results have been impressive. A string of top-ranking US hotel, property and leisure companies have



built new properties or refurbished existing ones. According to the Puerto Rico Tourism Company, the industry indirectly counts for more than 50,000 other jobs.

The expansion is set to continue. The centrepiece of new developments is the so-called Golden Triangle, linking the rehabilitated old colonial centre of San Juan, with a new development on the Caribe Hilton site and a new convention centre at Isla Grande.

Ladbrooke is to invest \$40m in rehabilitation of the Caribe Hilton and some \$70m on extra rooms and other development of the site. The government is prepared to invest \$200m, alongside a further \$300m from the private sector, to be built on a 100-acre site on Isla Grande in San Juan.

The new facilities should make Puerto Rico more attractive as a centre for business conventions. "This will be a major catalyst for improving the industry since we will be able to attract bigger conventions," says Mr Bustamante, executive director of the Puerto Rico

Rican Tourism Association. Efforts are also being made to extend the industry's base. Four out of every five visitors are from the US, with the majority from the north-east, so the industry remains heavily dependent on the US economy. The promotion campaign seems designed to capture a broader range of US tourists.

"There are tremendous opportunities on the mainland. By saying 'Puerto Rico, USA,' we provide a comfort zone which is the US traveller looks for," says Mr Dávila.

"It is an exotic destination but it is at home. You don't need a passport and we use the dollar."

The industry is particularly keen to tap potential demand in South America and Mexico. As part of these efforts airlines are being encouraged to open regular flights to San Juan. Mexicana de Aviación opened a regular three-days-a-week flight to San Juan early this year and Mr Dávila says talks have been held with Varig of Brazil and other airlines.

In addition, Mr Dávila says efforts are being made to make Puerto Rico attractive to a broader range of tourists.

"There is a perception that Puerto Rico is a high cost, high price destination," he says. Sol Melia of Spain is introducing the so-called all-inclusive concept in which visitors pay a fixed amount each day for food, drink, accommodation and entertainment with its plans to develop two hotels at Rio Grande in the north-east. Three time-share developers are also working on Puerto Rican projects.

The sculptor said he was not bothered by the possible displacement of the 10 houses to accommodate the statue. He lost his home in the Republic of Georgia, because it had to make way for "improvements".

Mr Tsereteli said he wanted to bring the statue, the Birth of the New World, to Puerto Rico because Spanish was the island's language, and because Columbus, in the service of Spain, had stopped on the island. He was told Columbus had landed in the western part of Puerto Rico.

"The climate is good. It is my home," he said. The region reminded him of his native town in the Republic of Georgia. He sees no problem in moving the houses to make way for the statue.

Canute James

## US practices are order of the day

Getting to Puerto Rico is made easy by the many airlines which serve the island. San Juan is seven hours from London

Puerto Rico is a heady mix of Caribbean and Latin American, but the business culture is American. A visitor doing business in Puerto Rico should not expect a "manana" approach to meetings.

Reflecting the restlessness of the 15th Century navigator, the disassembled statue has been moving around. It was taken from its original site after the Federal Aviation Administration claimed that it was a threat to air traffic.

The FAA said the statue should be reduced from its height of 237 feet to 220 feet. Officials then decided to move the statue to its new and controversial site. Mr Tsereteli's next job is to mount the statue.

Being forced to give up their houses, despite the compensation they will get, is only one thing which annoys the residents. They do not mind having the statue in their neighbourhood, some say, but they are unhappy with Mr Tsereteli's seemingly trite approach to their inconvenience.

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After business hours, San Juan offers a range of relaxing activities. The city has several commendable restaurants close to the main business hotels, and in Old San Juan, the colonial zone of the capital. Cultural events are frequent. The Tourism Company (tel 787-721 2400) can provide dates, times and locations of events.

prompt, but allowance should be made when going to meetings for San Juan's sometimes choking traffic.

Local holidays are not fixed, and it is advisable to check these with local contacts.

Puerto Rico is four hours behind GMT and one hour ahead of Eastern Standard Time. Business hours are generally between 8.00am and 5.00pm.

Puerto Rico is adequately banked, with local and foreign banks offering a full range of services. The main banks include Banco Popular, Banco Santander, Banco Bilbao Vizcaya, Banco Central Hispano, Citibank, Chase Manhattan, Bank of Nova Scotia, and Royal Bank of Canada. Banking hours are 8.30am to 2.30pm Mondays to Fridays.

Useful business contacts

Department of Economic Development and Commerce, PO Box Roosevelt Ave #355, 4th Floor, Hato Rey, PR 00918. Tel: (787) 764 1175. Fax: (787) 765 7709.

Industrial Development Company, PO Box 382350, Hato Rey, PR 00936. Tel: (787) 758 4747. Fax: (787) 754 9640.

Manufacturers Association, PO Box 192410, San Juan, PR 00919. Tel: (787) 759 9445. Fax: (787) 756 7670.

Chamber of Commerce, PO Box S-3789, San Juan, PR 00902. Tel: (787) 721 8060. Fax: (787) 723 1891.

Bankers' Association, 820 Banco Popular Center, San Juan, PR 00918. Tel: (787) 753 8630. Fax: (787) 754 6077.

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## POLITICS by Canute James

# When you have the best of both worlds, why change?

While opinions differ in Puerto Rico there appears little enthusiasm in the US Congress for deciding whether the possession should become the 51st state of the Union

**Politics in Puerto Rico is dominated by a long-running debate over the island's relationship with the US with which Puerto Rico has a quasi-colonial "commonwealth" relationship.**

Islanders vote in presidential primary elections, but not in US general elections. They have one non-voting representative in Washington, and do not pay federal taxes. The island is given billions of dollars each year in food stamps and other federal aid from Washington, and although Puerto Ricans fight in the US army, the island sends its own teams to the Olympic Games.

"Puerto Rico's political status is not a problem only for Puerto Rico, but it is also a problem for the US," said Pedro Rosselló, the island's governor, in explaining why he wants the US possession to become the 51st state of the Union. "The US does not see itself as an imperial state, and Puerto represents an imperial problem for us."

Aníbal Acevedo Vilá, president of the opposition Popular Democratic party, disagrees: "The reality for Puerto Rico is that our current status is the best for us."

"We have our own history,



Rosselló intends to continue asking the US Congress to make the island a state AP

language, heroes - our own culture. But we are US citizens. Puerto Ricans have the best of both worlds. Why change?"

Last year was the centenary of the US takeover of the island from Spain in the Spanish American War, and Mr Rosselló, considering it an appropriate occasion for the island to decide its political future, called a referendum in mid-December.

In the event, the majority

of voters supported an opposition call for a rejection of any change in status, and voted for none of the options - statehood, independence, free association with the US and enhanced commonwealth. Mr Rosselló had hoped that emphatic support would give him a strong hand in asking the US Congress to order a referendum, and to act on the result. The result of last month's plebiscite was not binding on Congress.

While 50.2 per cent backed the opposition's call for no change, 46.5 per cent supported statehood. Independence was supported by 2.5 per cent while free association received 0.3 per cent.

But Mr Acevedo Vilá suggested that it was futile to continue the debate. "Statehood was defeated in the plebiscite, the terms of which were drafted to ensure support for state-

hood if the governor wants to claim victory, he can. This is the second time in six years that statehood has lost." There appears little enthusiasm in the US Congress for dealing definitively with the issue of Puerto Rico's status. The Congress has yet to authorise a binding referendum on the matter. The House of Representatives approved last year a plebiscite by a narrow margin (209-206), but the Senate did not consider it.

Some members of Congress balk at the prospect of adding a small, relatively poor, Spanish-speaking state.

The failure of Mr Rosselló to garner majority support for statehood will make Washington's legislators less convinced that they should deal with the matter expeditiously. Puerto Ricans' lack of interest in political independence is due partly to close observation of the social, economic and political problems which have overtaken their neighbours.

Most are not keen on losing US citizenship, and independence would entail a new determination of the status of the estimated 2m Puerto Ricans who live in the US.

In arguing for political autonomy, the supporters of independence say Puerto



Celebrations last December after the majority of voters rejected plans to opt for full US statehood AP

Rico is different from the US, and is culturally a part of Latin America which would not fit easily into the US.

The debate turns inevitably on the economic implications of statehood or independence. Some say that statehood is bad for economic development," said Carlos Vivoni, secretary for economic development and

commerce. "But the 50 states are having good rates of economic growth. Statehood will not mean economic dislocation for Puerto Rico. It will lead to a strengthening of the sense of stability. The economies of all the territories boomed after they became a state. The issue of statehood for Puerto Rico is not dead."

If Puerto Rico compared itself with neighbouring islands, then it would seem to be doing well economically, said Mr Rosselló. But the proper point of reference must be the 50 states, he contended. The current status was preventing the island from reaching its full economic potential.

"Puerto Rico has one third

the income per capita of the national US average," said the governor. "It has a half the income per capita of the poorest state - the same as 50 years ago. We need to be a state to close this gap."

This is rejected by Mr Acevedo Vilá, who says that improvement for Puerto Ricans will only come about by enhancing the commonwealth status. "Becoming a state will deprive us of the flexibility we have. We do not pay federal taxes. We have access to the US market and business here has the legal protection of the US. The only way we will see an end to this argument is when Congress says that commonwealth should be enhanced."

José Villamil, one of the island's leading economists, concluded that Puerto Rico would have to continue the same economic policies whether or not it changed its status. "Economically, Puerto Rico will have to do the same things whether it is a state or an independent nation, although a few things will be different if the island were a state - such as paying taxes to the federal government and losing rebates it now receives on rum exports to the mainland."

## MANUFACTURING by Pascal Fletcher

## Learning to live without generous US tax breaks

Government economic planners are optimistic: their strategy is to encourage research and development and high-tech service activities. But manufacturers expect hardships

Puerto Rico's large manufacturing sector, which produces nine out of the 10 top-selling prescription drugs in the US including tranquillisers and anti-depressants, may be needing a pick-me-up of its own these days.

The sector, which contributes just over 40 per cent of the island's annual Gross Domestic Product (GDP), is struggling to come to terms with the phasing-out of the generous US tax breaks that fuelled its impressive growth over the past half decade.

The planned elimination by 2006 of the Section 936 tax incentives has raised fears about plant closures and job losses at a time when Puerto Rico is fighting to preserve its image as an attractive investment and manufacturing centre in the face of growing competition from Latin America, Europe and Asia.

Opinions about the sector's future are mixed. Government economic planners take an upbeat view. They argue that Puerto Rico's manufacturing industry is surviving better than most the pressures of consolidation and downsizing which are squeezing manufacturers around the world.

They are also apparently confident that new local tax incentives, which reduce maximum corporate income tax to 7 per cent and in some cases to as low as 2 per cent, will keep existing US and foreign manufacturers on the island and attract new ones. This is part of a new

government strategy to encourage research and development and high-tech service activities in Puerto Rico.

"We want to start promoting Puerto Rico as a high-skilled, high-tech, diversified investment base for the new millennium," said Carlos Vivoni, secretary for economic development and commerce in the government.

He added: "That doesn't mean we are turning our backs on manufacturing... we are completing it with services and trade." He cited a \$100m expansion by Hewlett-Packard, the US electronics group, plans by Monsanto subsidiary Searle to invest \$200m to boost its Puerto Rico operations and another projected \$100m investment by IPR Pharmaceuticals, a subsidiary of Britain's Zeneca Group.

Following a Pridco trade mission to Germany last October, Mr Morgan-Stubble said two German companies, medical instruments maker Eppendorf and pharmaceuticals producer Knoll, were planning to expand their Puerto Rico operations.

Fresh investments totalling between \$500m and \$800m were under negotiation, Mr Morgan-Stubble said.

He added the government's promotion of research and development



Pharmaceuticals: government planners are confident about new local tax incentives Puerto Rico Industrial Development Company

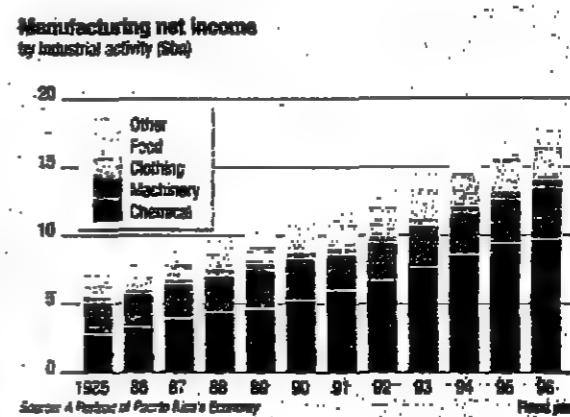
better than in other parts of the world. Mr Morgan-Stubble also referred to several new big expansions in Puerto Rico announced over the past two years by US and European companies.

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Source: A Picture of Puerto Rico's Economy

Manufacturing net income by industrial activity (\$m)

20  
15  
10  
5  
0

Other Food Clothing Machinery Chemical

1985 86 87 88 89 90 91 92 93 94 95 96 97 98

Source: A Picture of Puerto Rico's Economy

Plant reductions by Section 936 companies has been to create opportunities for enterprising local Puerto Rican companies. One of these is Mova Pharmaceuticals, which in the past two years has acquired two new plants, the most recent relinquished by Eli Lilly.

"The changing circumstances create problems but they also bring opportunities," said Joaquin Viso, Mova's president. His company was currently negotiating terms to acquire another plant at Manati being vacated by Hoechst Marion.

Mova planned to increase its workforce from 750 to 1,000 by the year 2000 and last year opened a pharmaceuticals research and development centre, the first of its kind on the island.

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SCIENCE AND TECHNOLOGY by Christopher Swann

# New economic strategy launched

The target is to extend spending on research and development and increase productivity

Ambitious plans that could make Puerto Rico the science and technology centre of the Caribbean are being put into practice. The strategy, modelled on policies developed in Singapore and Ireland, is designed to increase productivity and add at least 2 percentage points to the island's economic growth rate, which has averaged 2.5 per cent since the mid-1970s.

"For a long time efforts were made in parallel by academia, industry and the government to foster the development of a knowledge economy, but they were not complementary," said Manuel Gomez, vice-president of the University of Puerto Rico and one of the architects of the new economic strategy. "This time we are harnessing these efforts into a coherent whole."

Central to the programme is a tax exemption allowing companies to write off double the amount spent on research and development

Besides helping to lift R&D spending, the new economic model assigns a key role for

universities in ensuring that home-grown products are commercialised on the island. Dr Gomez, a long-standing advocate of the industrial development policy, has helped secure federal funds for an office to negotiate the complex federal patenting process and arrange licensing and royalty deals.

The university is also seeking to reshape its courses to meet the needs of potential R&D investors. An eclectic new doctoral course in computational science and engineering, for example, aims to exploit super computers in drug design, software design, material science and robotics. This, says Dr Gomez, will provide a uniquely trained human resource with which to attract companies. A 200 per cent tax exemption on training is intended to encourage the private sector to maintain the momentum generated by the education system.

Meanwhile, high-tech

## Puerto Rico 7



Local high-tech companies are being encouraged to undertake their research in Puerto Rico

Puerto Rico Industrial Development Company

start-up companies, hitherto starved of cash by distant venture capital funds on the mainland, are to be fostered by an expansion of seed funding from the government's Economic Development Bank. "It's going to require upwards of \$100m a year of seed capital with three out of every four dollars provided by the private sector," says Dr Jose Villamil, economics professor at the University of Puerto Rico and principal consultant for the new high-tech initiative.

In addition the government is planning to set up research institutes for five sectors in which the planners believe the island can forge a competitive advantage: pharmaceuticals, manufacturing processes, life sciences, communications and information and health sciences.

Consortiums of businesses and universities are expected to bid next year for the first of the institutes, which will aim to provide technical solutions to business problems.

"As well as providing basic and applied research for industry, the institutes should act as incubators for new business and breed collaboration between industry and the universities," says William Boardman of Arthur D. Little, the consultancy firm advising Puerto Rico on its economic plan.

With the policy barely two months into the implementation phase, it is too early to assess its effect. Participants, nevertheless, point to anecdotal evidence of progress. "An increasing number

of companies are already talking about setting up research facilities on the Island," says Dr Gomez. "We are hoping for a spiral effect." Bartolome Garaundi, vice-president of Electrobio, part of the US biotech group Biomed, talks of a new industrial awakening. "There is a strong desire in government, universities and industry to make it happen."

But optimism is tempered by the realisation that the programme is against the clock. "We are 25 years behind the game," explains Dr Villamil. "Competitors like Singapore started to think about creating an environment friendly to science and technology back in the 1960s.

Turning around an economy so long driven by outside forces is going to take time, says Dr Villamil. "We should begin to see accelerating growth in 2001 and 2002. But with only two to three years before the impact of federal incentive cuts really begins to bite, there is little time to spare."

## FREE TRADE ZONE by Canute James

# Unique opportunity for manufacturers

The free trade zone system will make the island a prime destination for companies seeking to expand or relocate

Puerto Rico's efforts to restructure its economy have been given a fillip by the US Commerce Department. The department's Foreign Trade Zones Board has approved the conversion of all the island's industrial parks into free trade zones. This makes the entire island a free trade zone, expanding the status enjoyed previously by the cities of Ponce, Mayaguez and San Juan.

The government is expecting an increase in new investments and expanded operations by foreign and local businesses with the expansion of the free trade zones. Companies operating in the zones will be relieved of customs duties on imported raw materials. This will make these companies competitive with those operating in foreign countries, according to the Puerto Rico Industrial Development Company (Pridco).

The free trade zones are locations at or near a US Customs port where foreign and domestic merchandise enters without customs duties or government excise taxes. Puerto Rico's size means that any location on the island will be "near" a port of entry, say government officials.

No export taxes are levied on products manufactured in the free trade zone if they are shipped to any country besides the US. Products

shipped from the zones to the US are taxed at the lowest applicable rate. Warehousing activities in the free zones will also be tax free.

"No other location in the world can offer companies such a comprehensive free trade zone system," said Jaime Morgan-Stubble, executive director of Pridco.

"This, in combination with Puerto Rico's generous incentives package and skilled workforce, makes the island a prime destination for any company looking to expand or relocate."

The foreign trade zones encompass all Pridco's projects and cover 128 industrial parks, 687 buildings and 18.2 million square feet of space on 4,500 acres of land.

Pridco sees as important incentives the tax breaks which companies will receive from the free trade zones. It has cut the period for approving applications for free zone operations from 18 months to 90 days, and reduced the cost of applications from \$150,000 to \$5,000.

Free trade zone status is also available on undeveloped land that is used for new facilities, said Pridco. This will enable companies to reduce start-up costs while benefiting from the exemption from customs duties, while saving time, effort and money in initiating a free trade zone operation.

Government officials say the designation of the island as a free trade zone will help it to overcome some recent developments which could slow the expansion of the economy. Tax credits under Section 386 of the US Internal Revenue Code, and which attracted many US mainland companies to Puerto Rico, are being phased out following a ruling by Congress.

The island is also hoping to regain some of the competitive edge in trade which some government officials say it lost with the evolution of the North American Free Trade Agreement (Nafta). The approval of the island as a free trade zone will also give it a chance to capture some of the business being done by trade hubs in neighbouring countries.

The expansion of the free trade zone to cover the entire island will also assist the government's plans to make Puerto Rico a "bridge" for trade between North America and South America when the planned Free Trade Area of the Americas is created in 2005.

The free trade zones "will help current business operations to be more competitive globally, and provide additional incentives for businesses to establish and maintain operations in Puerto Rico", said Pridco.

It claims: "Puerto Rico is the most unique and comprehensive, non-contiguous free trade zone in the US. The new system... will allow companies to obtain significant new financial savings opportunities when locating manufacturing and distribution operations on the island."

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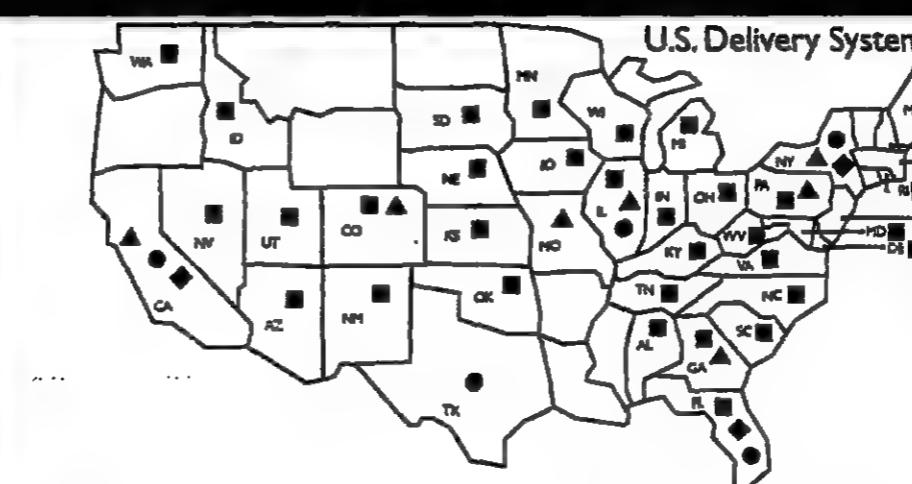
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### Equity One

|          |    |                |    |                |     |
|----------|----|----------------|----|----------------|-----|
| Alabama  | 2  | Maryland       | 5  | Rhode Island   | 1   |
| Arizona  | 1  | Massachusetts  | 2  | South Carolina | 12  |
| Colorado | 1  | Michigan       | 1  | South Dakota   | 1   |
| Delaware | 3  | Minnesota      | 1  | Tennessee      | 3   |
| Florida  | 10 | Nebraska       | 1  | Utah           | 1   |
| Georgia  | 2  | Nevada         | 1  | Virginia       | 21  |
| Idaho    | 1  | New Hampshire  | 1  | Washington     | 1   |
| Illinois | 2  | New Jersey     | 8  | West Virginia  | 2   |
| Indiana  | 2  | New Mexico     | 1  | Wisconsin      | 1   |
| Iowa     | 2  | North Carolina | 17 | Total          | 132 |
| Kansas   | 1  | Ohio           | 1  |                |     |
| Kentucky | 8  | Oklahoma       | 1  |                |     |
| Maine    | 1  | Pennsylvania   | 13 |                |     |

### Popular Leasing

|            |    |
|------------|----|
| California | 14 |
| Colorado   | 1  |
| Georgia    | 1  |
| Illinois   | 19 |
| New Jersey | 10 |
| New York   | 31 |
| Texas      | 4  |
| Total      | 88 |

### Banco Popular

|            |    |
|------------|----|
| California | 14 |
| Florida    | 15 |
| Illinois   | 19 |
| New Jersey | 10 |
| New York   | 2  |
| Total      | 25 |

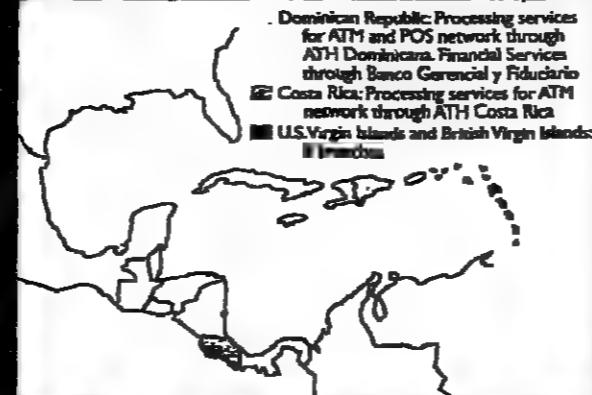
### Popular Cash Express

|            |    |
|------------|----|
| California | 8  |
| Florida    | 15 |

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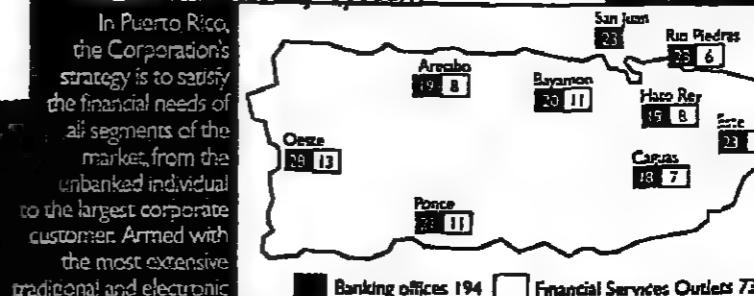
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THURSDAY MARCH 11 1999

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Week 10

INSIDE

**Alcatel begins to regain respect**

These are critical times for Alcatel, the French telecommunications equipment company. Having been slammed by the market for an unexpected profit warning last September, the company started the long haul back to respectability when two US acquisitions aimed at strengthening its position in the fast-growing data networking market were well received. Page 17

**Life on Mars thanks to a 1kg device**

A 1kg device that will produce pure oxygen on Mars from the planet's predominantly carbon dioxide atmosphere is being built by the University of Arizona, Tucson, and NASA's Johnson Space Center. The silver-domed Oxygen Generating Subsystem (OGS) (left) will generate the first material for human consumption to be produced from extra-terrestrial resources. Page 22

**Hong Kong to merge its exchanges**

Singaporean officials enjoyed a wry smile last week when Hong Kong announced plans to merge its stock and derivatives exchanges. Coming three months after plans were unveiled to merge Simex, the Singapore derivatives exchange, with the Stock Exchange of Singapore, Hong Kong's move underlined the rivalry between the two city states. Page 24

**Budapest takes another beating**

Hungary may be eastern Europe's healthiest economy but an investor with money in the Budapest stock exchange in January could be forgiven for forgetting it. Page 38

**Companies face up to global crime**

When businessman Trevor Bell ignored advice and took a taxi to dinner in Mexico City he was held up by two armed accomplices of the driver. But violent crime is only one of a web of non-conventional risks facing businesses in immature and fast-changing markets. Ignoring or mishandling such risks cost multinational companies more than £21bn last year. Page 22

**Australia tastes genetic food debate**

For Australians, genetic engineering means blue carnations rather than "Frankenstein foods". Branden Moonstone, a genetically engineered Australian blue carnation will be marketed throughout Europe this year. At home, this has not created any concern, but the flowers are not eaten and the genetic engineering does not involve work on animals. Page 26

**Bear market reigns over euro**

The euro recovered from recent lows but did not make a break upwards. Despite talk of the euro approaching parity with the dollar, it rose above the \$1.09 level but stopped short of \$1.10, leaving it vulnerable to falls. Page 25

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## Exxon-Mobil merger alarms FTC

Antitrust agency may take action over planned deal

By Richard Wolfe in Washington

The planned merger between Exxon and Mobil raises extensive concerns over its impact on competition in key US markets and almost every sector of the industry. US antitrust officials warned yesterday.

In its first comments on its investigation of Exxon and Mobil, the Federal Trade Commission said it was prepared to take action in cases where a merger could affect competition "by even a small amount".

William Baer, director of the FTC's bureau of competition, stressed how the oil groups - whose combination would be the world's largest industrial merger - compete "at just

about every level of the industry". Speaking before congressmen on the House energy and power sub-committee, Mr Baer said the Exxon-Mobil investigation was "still at an early stage" and no conclusions had been reached.

But his testimony suggested antitrust officials were strongly considering action in several areas of the combined company's operations.

Antitrust officials are concerned that the combined company will be "the largest company or one of the largest players" in crude oil exploration, refining, petrochemical manufacturing and gasoline

marketing. The merged company would be most powerful in the north-eastern US, the Gulf coast and California.

Mr Baer said his staff, along with competition officials in 21 US states and the European Union, were examining how the merger would "change the competitive dynamics of this industry".

He said: "The Commission's inquiry is and has been to determine whether a merger would make it substantially likely that the remaining firms in the industry could reduce output and raise prices by even a small amount, to the detriment of consumers and

the Gulf coast. "It is vitally important for nearly all of this country east of the Mississippi to maintain a competitive Gulf coast refining market," he said. It was concerned that California also suffered from "tight supply".

Referring to past investigations and forced divestitures, Mr Baer said: "What we have learned... is that competition is critical to this industry and that concentration, as well as increases in concentration - even to levels that the antitrust agencies call 'moderately concentrated' - can have substantial adverse effects on competition."

Exxon and Mobil executives are due to testify before the subcommittee today.

## DaimlerChrysler spurns Nissan

Carmaker refuses to take stake in Japanese group

By Michiyo Nakamoto in Tokyo and Halig Simonian in Geneva

Nissan Motor said yesterday it would explore links with other motor companies after DaimlerChrysler decided not to take a stake in either the troubled Japanese carmaker or Nissan Diesel, its commercial vehicles arm.

Jürgen Schrempp, chairman of the German-US group, said: "1999 will stand out as one of the most difficult years in the history of Cathay Pacific, as the severe contraction of Asian economies inevitably took a heavy toll on many of our key markets."

"We feel the recovery is not just around the corner. No significant improvement is expected in 1999."

Cathay announced that it had reversed into a HK\$45.2m (\$70m) net loss for the year ended December 31 after exceptional items of HK\$26.5m mostly reflecting provisions for older aircraft it is retiring from service.

The negotiations appear to have founded on two main issues: Nissan's heavy debts, which total about ¥4,300bn (\$33bn), and the long haul expected until any deal produces significant profits.

Nissan has forecast group net losses of ¥300m for the year to March, and has been looking to sell its 38.9 per cent stake in Nissan Diesel to reduce its debts.

The Japanese group said it would continue to explore other possible links, while continuing to look into co-



Negotiations stalled: DaimlerChrysler's Jürgen Schrempp, left, and Nissan president Yoshikazu Hanawa

operative projects with DaimlerChrysler. But it said it had not received any indication of interest from other companies.

Although Renault said yesterday it remained interested in buying control of Nissan Motor, the French group said it had not made a firm bid.

The attractions for Renault of buying into Nissan are instant access to Japan and much of Asia - where Renault is barely present - and to the US.

But speaking at the Geneva motor show, Louis Schweitzer, Renault chairman, said: "We have always underlined that

Nissan was both an opportunity but also something not easy, on account of reasons associated with the company itself and its present situation, and cultural barriers that might exist."

The news of DaimlerChrysler's withdrawal from negotiations came after the close of Tokyo trading, and is likely to hit Nissan shares today. "There has been so much hope and expectation on the part of investors that Nissan will do a deal," said Chris Richter, analyst at HSBC Securities in Tokyo.

Nissan also said yesterday

that it would post an extraordinary loss of ¥20bn due to a capital increase for Nissan Diesel Motor Sales, its 50 per cent owned subsidiary that is being merged with Nissan Diesel.

It said the capital increase, totalling ¥10bn, was to make up for the difference in the book value and real value of the investment made in domestic dealerships owned by Nissan Diesel Motor Sales.

It said the capital increase

totalising ¥10bn, was to make up for the difference in the book value and real value of the investment made in domestic dealerships owned by Nissan Diesel Motor Sales.

The new board of MasterCard will be reduced from 31 to 17, representing a global membership of more than 23,000 banks.

Robert Williamson, Citigroup's head of global consumer lending, will join the board.

Citigroup said: "We think

the new board of MasterCard

will be more in alignment with our strategic thinking, and we think we will be issuing a larger proportion of MasterCards. We will still issue some Visa cards."

Industry executives have

speculated for some time that

MasterCard, which promotes

its own brand through television advertising and sports sponsorship, would shift to a policy that offers more tailored

services to the larger banks.

It is much smaller than Visa, and

it was thought that this offered MasterCard its best chance of long-term survival.

The new board will be

chaired by Donald Boudreau,

vice-chairman of Chase Manhattan, who has been chair-

man for a year.

This announcement appears as a matter of record only



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## COMPANIES &amp; FINANCE: THE AMERICAS

PHARMACEUTICALS GROUP INSISTS MOVE IS NOT A PRECURSOR TO SPIN-OFF

## DuPont to issue life sciences tracking stock

By Tracy Corrigan in New York

DuPont plans to issue a "tracking" stock for its life sciences business. In an effort to improve the chemicals and life sciences group's market valuation, and is discussing alliances with potential partners in the pharmaceuticals industry, the company said yesterday.

However, the group insists that the tracking stock, which will not be listed for at least nine months, is not a first step to spinning off the life sciences business as a separate company.

The tracking stock is designed to provide a separately valued security based on the earnings of DuPont's life sciences business, which had sales of \$4.3bn in 1998 and after-tax operating income of \$515m, excluding a non-recurring charge of \$225m.

"The underlying strength of DuPont is that we are in the science business," moving between chemicals and pharmaceuticals markets, said John Elmes, a DuPont investor relations spokesman. "We believe it is appropriate to keep the company together."

However, analysts say that DuPont's poor stock market performance reflects scepticism about this characterisation of DuPont.

"Despite long-standing and emphatic arguments by the hybrid segment of the industry, the investment community has not been persuaded by the combination of chemicals and pharmaceuticals," said Viren Mehta, an analyst at Mehta Partners.

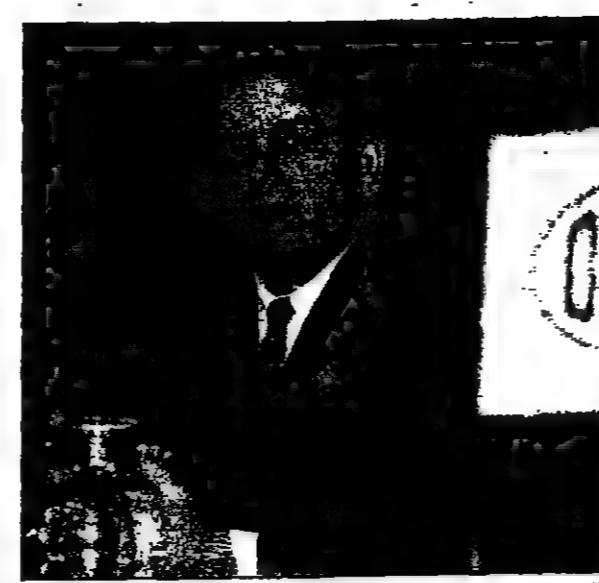
"The stock is clearly undervalued, partly due to the fact that the life sciences vision has not materialised

as rapidly as hoped," said Bill Fiala, chemicals analyst at Edward Jones, the St Louis-based brokerage.

He said he was sceptical about the tracking stock idea because "if you execute your plan properly, you will realise value. I thought it a little premature to throw in the towel".

Analysts were doubtful that DuPont's recent early-stage merger discussions with Monsanto would come to fruition, adding that although a merger of Monsanto and DuPont's life sciences business was a possibility, leadership issues and antitrust problems would still exist.

Referring to the company's pharmaceuticals strategy, Charles Holliday, DuPont chairman and chief executive officer, said: "Our goal is to bring our already solid DuPont pharmaceuticals to



Charles Holliday: seeking strategic alliances

critical mass through strategic alliances."

Analysts believe that DuPont is in discussions with European pharmaceuticals companies and US biotechnology companies, but Mr Mehta noted that "just about every company is actively seeking alliances".

He added that DuPont had a strong base in some areas of pharmaceuticals, including cardiovascular and AIDS treatments.

Mr Holliday said that he expected to be able to conclude one or more alliances by the end of this year.

## Peruvian airline grounded by debts

By Sally Rossouw in Lima

Aeroperu, the debt-ridden Peruvian flag-carrier that was privatised six years ago, is to suspend domestic flights from Sunday. Late on Tuesday it suspended all international services.

Raul del Solar, Aeroperu's legal adviser, said the airline has debts of \$174m and assets of \$80m. However, in the past two months it has succeeded in restructuring \$30m of its total indebtedness. Aeroperu will now in effect be mothballed for 60 days while efforts to refinance it are intensified.

Delta Airlines of the US, which acquired a 35 per cent stake in April 1998 for \$50m, said last December it would put no more money into the group's last decade. Mr Goldstone said, "It is that you cannot thrive in a tough consumer market without a strong balance sheet".

Analysts believe the threat and reality of huge pay-outs to cover legal claims from sick smokers has weighed heavily on the valuation of the group's 80.4 per cent stake in Nabisco, best known for its Oreo cookies and Planters peanuts.

However, Mr Goldstone says the self-off was motivated more by the need to sort out RJR Nabisco's balance sheet than to insulate the food division from future tobacco litigation.

"Even though it had great consumer brands, this company could not withstand some of the negative things that happened in the marketplace and the political arena," he said.

In a statement from Mexico, Cintia said it had proved impossible to rescue the Peruvian airline, mainly because of the "high financial costs produced by an unmanageable debt".

Aeroperu's withdrawal from the domestic market leaves Peru with only one real airline, Aerocomunica, whose aggressive pricing is blamed for having driven half-a-dozen competitors into liquidation in recent years.

## Tobacco sale lifts weight off RJR Nabisco

By Andrew Edgington-Johnson

The 1988 leveraged buy-out of RJR Nabisco by Kohlberg Kravis Roberts may have gone down as one of the defining moments in US corporate history of the last decade, but Steven Goldstone, RJR Nabisco chairman, sees it differently.

On Tuesday, Mr Goldstone unveiled plans to sell the group's international tobacco operations to Japan Tobacco for \$80m, and to spin the remaining domestic cigarettes business off into a separate company.

KKR's move may have been breathtakingly audacious, but it also saddled the tobacco business with \$250m of debt. If there is a lesson from the group's last decade, Mr Goldstone noted, "It is that you cannot thrive in a tough consumer market without a strong balance sheet".

Analysts believe the threat and reality of huge pay-outs to cover legal claims from sick smokers has weighed heavily on the valuation of the group's 80.4 per cent stake in Nabisco, best known for its Oreo cookies and Planters peanuts.

However, Mr Goldstone says the self-off was motivated more by the need to sort out RJR Nabisco's balance sheet than to insulate the food division from future tobacco litigation.

"Even though it had great consumer brands, this company could not withstand some of the negative things that happened in the marketplace and the political arena," he said.

Mr Goldstone believes Nabisco fell behind in rivals by investing too little in marketing for a decade, and suffered from having to sell off valuable parts of its portfolio just to relieve the interest bill.

Now, he can look forward to a net \$60m coming in from Japan Tobacco's unexpectedly generous offer for the Camel, Winston and Salem cigarette brands outside the

US. That will cut group debt by two-thirds, bringing the remaining tobacco business' debt down from more than \$600m to \$100m, and leaving Nabisco with about \$300m net debt.

According to Martin Feldman, an analyst at Salomon Brothers, cutting the group's leverage will put the domestic tobacco business "in a stronger position to shield Nabisco Group Holdings [the holding company for the Nabisco stake] from most, if not all, litigation threats".

The company has been careful to make clear that Nabisco cannot be entirely isolated from future legal claims against the tobacco business, but Mr Feldman noted: "The industry has been remarkably successful at pushing most litigation claims to the tobacco manufacturing subsidiaries rather than the parent holding company."

Mr Goldstone, too, is confident that "the swirling controversy" surrounding tobacco will calm down once Nabisco is a stand-alone group, and that Nabisco, which has annual sales of \$8.4bn, can become "the jewel of the food world".

RJ Reynolds Tobacco, stripped of the \$2bn a year international sales, will be a smaller group, with sales of \$5.5bn, operating in a changed competitive environment.

This led one triumphant anti-tobacco pressure group to talk of the "disintegration" of the group.

Most analysts hope that splitting off tobacco from the food division will in fact lead to fuller valuations for both halves of RJR Nabisco.

Mr Goldstone may hope, in particular, that the multiple offered by Japan Tobacco, which was twice what BAT Industries paid for Rothmans, will prompt analysts to review their valuations of all tobacco stocks.

Japan Tobacco, Page 25

## Weak sales behind loss at Toys R Us

By Andrew Edgington-Johnson in New York

Toys R Us fell into the red last year, dogged by restructuring charges and weak sales. The world's largest toy retailer said yesterday that the results suffered by comparison with 1997, when revenues rose by 19.7%, while soft toys sold strongly.

The group is one of the few US retailers to have missed out on a prolonged consumer spending boom. Another, the former Wool-

worths group, now renamed Venator, similarly reported heavy losses yesterday.

Ursula Moran, an analyst at Sanford C Bernstein, said Toys R Us had lost market share to discounters such as Wal-Mart and Target department stores, but that trading should begin to pick up in 1999. She added, however, that it would be difficult to tell before Christmas whether the company had done enough to restore its fortunes.

Robert Nakasone, chief

executive, gave more details of the group's strategy to redesign its stores. The scheme will be applied to about 200 stores in 1999 and a further 325 in 2000.

Sales slipped in the fourth quarter from \$5bn to \$4.9bn, and rose by just 1 per cent to \$1.2bn over the year. Same store sales were down 4 per cent in the US for 1998, and 2 per cent internationally.

A slide in fourth-quarter net earnings from \$556m to \$488m combined with \$68m of charges, most of which

were taken in the third quarter, to produce a \$106m net loss for the year, against net earnings of \$772m last time.

Restructuring also took a heavy toll on Venator. Although it reaped a \$4m gain for selling its headquarters - the landmark Woolworth building in New York - the disposals of its specialist footwear and German general stores created a \$133m charge last year.

Group sales slipped from \$4.61bn to \$4.56bn in 1998, with a 5.5 per cent like-for-

like decline in the period, while the net loss深ened from \$10m to \$126m.

Roger Farah, chairman and chief executive, admitted the results were disappointing, and reflected internal issues such as delayed store openings as well as "difficult industry trends".

Having sold the last vestiges of the 119-year-old Woolworth empire last September, its collection of Foot Locker stores are now the world's largest athletic footwear retailer.

## Mexico raises cost of telephone calls

By Henry Trick in Mexico City

Mexico's long-distance telephone tariffs rose yesterday by up to 14.6 per cent, the first increase since competition was introduced in 1987 and a boost to the earnings prospects of Telmex, the top telecoms provider.

Cofetel, the regulatory agency, said the cost of local services, in which Telmex had a monopoly until this year, also rose by 4.07 per cent, with similar rises scheduled for July and October.

The rise in long-distance tariffs was considered a wel-

come break for Telmex's competitors, such as Alestra and Avantel, which have suffered steep losses. Since 1997, national long-distance tariffs had fallen by half, which they claimed was Telmex's way of driving them out of business.

For Telmex, higher tariffs

were considered good for earnings, though they were less than the 18.6 per cent inflation rate last year, requiring 4.5 per cent productivity gains.

Rizwan Ali, a telecommunications analyst at Bear Stearns in New York, said he raised his earnings estimates for Telmex from \$4.50 per ADR to \$5.10 after the announcement.

Rumours of the tariff increase have helped push up Telmex shares from 22.8 pesos on January 1 to more than 31 pesos, with a 2.5 per cent increase yesterday morning alone.

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Bookrunner

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JPMorgan

Debut Issue/January 1999

## United Utilities PLC



JPMorgan

Debut Issue/March 1998

## Diageo Capital plc



JPMorgan

Debut Issue/July 1998

## United Energy Limited



JPMorgan

Debut Issue/October 1998

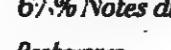
## United Utilities PLC



JPMorgan

July 1998

## JPMorgan



Debut Issue/January 1999

#1 bookrunner for Yankee bonds in 1998

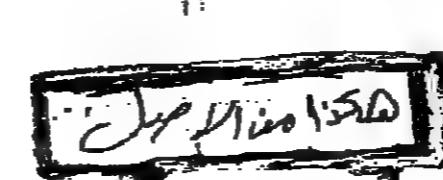
#1 bookrunner for debut Yankee bonds from 1994-98

Source: IFR/SDC Omnibase

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## COMPANIES &amp; FINANCE: INTERNATIONAL

INTERVIEW SERGE TCHURUK

**Alcatel free to focus on telecoms**

By David Owen in Paris

The French government is to allow Alcatel to pull out of Framatome, the nuclear construction and connectors company, according to Serge Tchuruk, chairman of the French telecommunications equipment group.

Mr Tchuruk made the disclosure in an interview ahead of today's annual results presentation. "The French government said 'yes' you are going to get out. We have decided to let you out," the Alcatel chairman said.

He made clear, however, that details of how the withdrawal would take place had yet to be decided.

A disposal of the group's 44 per cent Framatome holding would probably be welcomed by analysts on the grounds that such a move would further reduce potential distractions from its core telecoms business.

For Mr Tchuruk, Alcatel's transformation from a conglomerate into a telecoms-focused company is already complete, with non-telecoms operations taking "less than 1 per cent of management time".

On Thomson-CSF, the defence electronics group in which Alcatel has a 16 per cent stake, he said that "contrary to what has been said, Thomson can very well conduct an alliance with an American company".

He said he was "restricting the scope" of technological co-operation with Thomson while waiting to learn the identity of any new partner.

"Thomson courted now by the entire earth because it is a company with strong upside potential," he said.

Questioned on Alcatel's apparent offer to exchange its Framatome stake for an increased interest in Thomson in the context of the recent auction for the General Electric Company's Marconi defence business, he said: "An increased stake of Alcatel in Thomson is much more meaningful than maintaining a stake in Framatome. Thomson is a large company and it is liquid, so I am entirely flexible."

He made clear that Thomson was not regarded as a core business. "I never said defence is a core business. I said that I would try to take advantage of convergent technologies between defence and civilian activities. This I believe is still true, but it all depends on who our partner is if any comes to Thomson. The core business today is telecoms. Full stop."

He also said Alcatel had a capital gain potential of €2bn (\$3.3bn) from non-core businesses.



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**On the road back to respectability**

By David Owen

These are critical times for Alcatel, the French telecommunications equipment company, and Serge Tchuruk, its chairman.

Having been slammed by the market for an unexpected profit warning last September, the company appeared finally last week to have started the long haul back to respectability when two US acquisitions aimed at strengthening its position in the fast-growing data networking market were favourably received.

Today, a big part of Mr Tchuruk's task in the group's 1998 results presentation will be to build on that positive momentum.

This will probably involve persuading analysts that the objective of an 8 per cent operating margin in 2000 in the core telecoms unit is attainable. Preliminary 1998 figures put income from operations in the unit at FFr4.1bn (£610m, \$864m) on sales of FFr9.9bn.

Interviewed in Paris this week, the Alcatel chairman makes clear that the data networking thrust which has seen the group acquire three US companies in five months for nearly \$2.7bn had been

on the cards for a long time. "The fact that we acquired Xylan [a corporate data switching specialist bought last week for \$2bn] is not a sudden bright idea which came to mind after the September crisis," he says. "We have been trying to buy Xylan for two years."

"We have made a choice and we have purchased precisely what we wanted. We wanted to go for top of the range technology and to try to leapfrog some of the existing products on the market. This does not guarantee success but it at least erases the problem of technological advances."

Having completed the acquisition of DSC Communications, another US telecoms equipment company, in September, it is little surprise that the US has become Alcatel's largest single market, with about \$3bn of annual telecoms turnover, close to \$4bn if telecoms components are added.

Mr Tchuruk says the company thinks it can double this figure in less than three years. He says the market is growing at about 12 per cent a year.

"We should far exceed the market growth. At a time while we hear Lucent and a

few others are making a lot of noise on the way they are going to invade the world, you look at hard facts: Alcatel has been doing much better in the US than some others are claiming to do in Europe."

"Whether or not the recent upturn in fortunes and sentiment about the company is durable may hinge in part on whether a theory that the Alcatel chairman hatches on the evolution of the market is correct. Telecoms markets, he argues, are entering a new era. This could be characterised as the age of the integrators."

"There has been a period of a few years where what I call the box-sellers have been very successful on the market," he says. "This I believe is coming to an end. The new game in town is integration ability - end-to-end networking. There are only a few companies worldwide able to carry out this end-to-end networking."

After the trials of recent months, what are his views on the current balance of power between managers such as himself and the owners, or shareholders, who gave Alcatel such a rough ride in the wake of its interim figures?

He suggests that the balance may have tilted too far in favour of shareholders, "but I should add that this extreme was probably needed".

"One of the things one has to avoid of course is taking stupid business decisions just to make sure that every quarter you deliver the kind of things that shareholders are expecting. I have seen some examples which are frightening." Is this the ultimate form of short-termism? "Yes, but you know the ultimate short-termism is not that far from what is happening in many companies."

**Morgan chief Mack failed to win promotion**

By Tracy Corrigan in New York

John Mack, chief operating officer of Morgan Stanley

Dean Witter, failed in an attempt last summer to be promoted to co-chief executive officer of the company alongside chairman and chief executive officer Philip Purcell, according to people close to the situation.

Mr Mack, widely expected to be the next leader of Morgan Stanley prior to its merger with Dean Witter two years ago, accepted the number two position in the merged company, facilitating completion of the deal.

However, Mr Mack failed to secure Mr Purcell's backing for his move, and this is said to have soured relations between the two, leading to speculation that Mr Mack might leave.

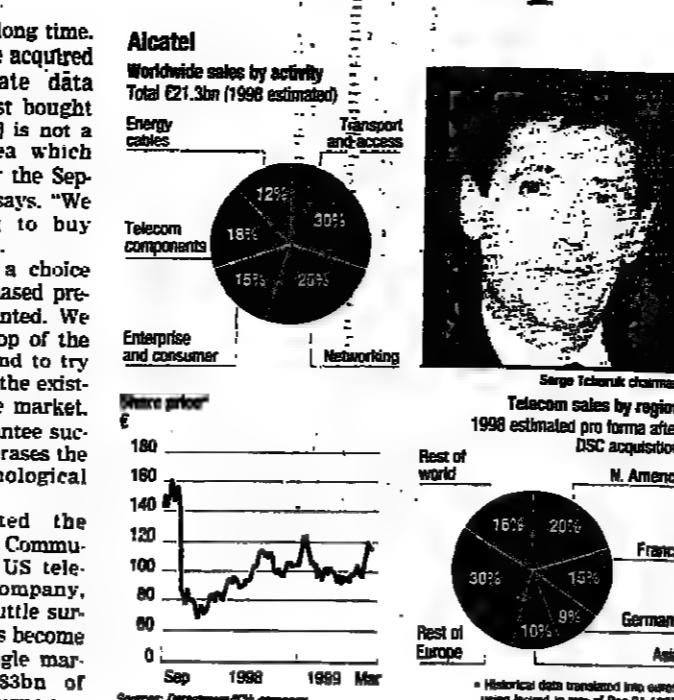
The merger of Morgan Stanley Dean Witter is widely viewed as one of the most successful examples of consolidation within the financial services industry, bringing together Morgan Stanley's top-tier investment banking franchise and Dean

Witter's brokerage network.

Although many predicted that the merger would provoke a culture clash between the elitist investment bankers of Morgan Stanley and Dean Witter's brokers, Morgan Stanley Dean Witter's financial performance has made it a star of the investment banking sector.

Last year, it weathered the storm surrounding Russia's debt default and the near-collapse of Long-Term Capital Management much better than most of its rivals, and reported only a 5 per cent dip in earnings in the third quarter and record profits for the year.

Morgan Stanley officials were unavailable for comment. But a spokesperson was quoted in the Wall Street Journal saying: "Mr Mack and Mr Purcell discussed the merits of a co-CEO structure last summer but mutually agreed that such a structure would not provide a better platform for the management of our company". He added the discussions did not indicate that Mr Mack was rebuffed.



\* Historical data converted into euros using fixed rate of One \$1 = One £1

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## COMPANIES AND FINANCE: INTERNATIONAL

## Rejection by DaimlerChrysler leaves Nissan red-faced

The debt-laden Japanese carmaker needs a partner to provide it with badly-needed funds, writes Michiyo Nakamoto

**R**ejection by Daimler-Chrysler comes as a deep embarrassment for Nissan Motor, Japan's second largest carmaker and proud icon of Japanese manufacturing prowess. The group will now have to pick up the pieces and try to find another partner or come up with its own recovery plan.

Not only is Nissan staring at another year of losses - it is forecasting Y30bn in group net losses in the year to March - but it also has a mountain of debt that must be reduced if the group is to remain competitive.

"What Nissan needs now is access to funds and a reduction in costs so that it can invest in competitive products. The problem is that it cannot rely on its banks, so it needs a partner to provide it with a capital injection," says Noriyuki Matsushima, analyst at Nikko Salomon Smith Barney.

Mr Matsushima believes that, given a grace period of three years to put its house back in order, Nissan could stage a recovery. Its expertise in environmentally

friendly technologies, for example, will be critical as leading industrialised markets adopt increasingly stringent environmental rules.

"Only companies that have such technology will be able to survive, and Nissan is one of them," Mr Matsushima notes.

Unfortunately, however, the speed of cost reductions has not been able to keep up with the speed of change, and the competitive pressures, in the auto industry.

That is why Nissan needs a partner to provide not only badly needed funds but also a channel for its technology enabling it to realise economies of scale, says Mr Matsushima. With banks such as Fuji and Industrial Bank of Japan too weak to support a struggling company, an industry partner is Nissan's best hope for getting itself back on the road.

But DaimlerChrysler's decision not to invest in Nissan will raise further speculation about the Japanese company's group debts. Although Nissan publishes its debt figures, there are strong suspicions that group companies, such as Nissan Diesel Motor Sales, also have high debts, which are not revealed.

"It will be difficult for Nissan to find another partner," says Chris Richter, analyst at HSBC Securities in Tokyo. "The lessons of Rover and BMW are still fresh enough in everyone's minds that they would be cautious about taking a stake in a company with many problems."

Renault, which analysts believe is seeking a controlling 33.4 per cent stake, yesterday shed little light on the state of its talks.

However, observers noted that if a deal were to be struck, Nissan would probably want to announce it as soon as possible, and certainly within its current



Sales push: Nissan's stand at the Geneva motor show

financial year, which ends on March 31.

Both Mr Richter and Mr Matsushima agree that failure to find a partner would have serious consequences. "Nissan doesn't face a static competition - it faces a competition that is hurtling ahead of it," says Mr Richter.

If Nissan has trouble raising funds, the gap between Nissan and stronger competitors, such as Toyota and Honda, could widen further, he warns.

That would give Nissan a much more serious problem than a red face.

## Pechiney to float main stake in can business

By David Owen in Paris

**P**echiney, the French aluminium and packaging company, is planning to float a majority stake in its beverage can business in a move aimed at speeding the development of other group activities.

The company said yesterday its board had approved in principle an initial public offering project and mandated management to study its feasibility.

It said the operation should be finalised by the end of 1999 if financial market conditions were favourable.

Based on 1998 accounts, the activities to be contributed to the new entity should represent €2.2bn (S2.4bn) of net sales and €197m of earnings from operations. It would be listed on the New York stock exchange.

Jean-Pierre Rodier, chairman,

said in an interview that the move would enable Pechiney to use its balance sheet as well as its cashflow to exploit growth opportunities in aluminium and plastic packaging, which he described as "an extremely dynamic sector" where there is much to be done.

He said the group had too much debt to be able to say it was going to be "very active" in aluminium and beverage cans and plastic packaging.

At December 31, 1998, the group's gearing stood at 75 per cent against 87 per cent a year earlier.

He said the long-term idea was for the group to sell out of the beverage cans business altogether.

Analysts welcomed the move, saying the valuation of the new entity would depend on its debt structure. "It is an excellent idea for two reasons," said Emil Norfert, mining analyst with J.P. Morgan Securities.

First, the US beverage can market is a mature market. It is very low growth and aluminium cans have been losing market share over the longer term to plastic and glass bottles.

"Second, it means they will be able to redeploy the capital in other areas which are strategically much more important. Over three-to-four years, you can see major benefits coming through."

Yesterday's developments came as the company reported a 12 per cent advance in annual net income from FF1.8bn to FF2.0bn (S310m; \$336m).

Earnings per share advanced from FF22.88 to FF24.81. The result was achieved on sales down from FF62.7bn to FF64.5bn. The company proposed a dividend of €0.80 per 'A' share.

## NEWS DIGEST

### CONSUMER GOODS

#### Unilever faces block on anti-cholesterol spread

Unilever, the Anglo-Dutch consumer goods group, has run into unexpected opposition to its plans to launch a cholesterol-reducing spread in the European Union. Two member states have blocked approval of Flora pro-activ, which reduces cholesterol and cuts the risk of heart disease, under the EU's procedure for vetting novel foods.

Germany and Sweden are believed to have asked for further clarification during the 60-day comment period which followed approval by the Dutch novel foods regulator and which ended on Tuesday. Their objections are understood to relate to the principle of marketing functional foods which have the health-enhancing qualities of pharmaceuticals as well as nutritional features. The European Commission can override the objections by majority voting, but may decide to conduct further studies before giving its approval.

Unilever said: "We will continue to give full co-operation and clarify any questions raised. The novel foods process is crucial in building consumer confidence in functional foods." Benecol, a rival anti-cholesterol spread produced by Raisio, a Finnish food and chemicals group, is not affected by the decision. It is free to launch throughout the EU, having been sold in Finland since 1995 - before Brussels introduced the novel food regulations.

John Wilman

## AGRICULTURE

#### Norske Hydro targets Europe

Norsk Hydro, Norway's largest industrial group, yesterday revealed details of a Nkr1.5bn (\$191m) operating profit improvement plan targeting its agriculture operations in Europe, its largest and worst performing business. The sweeping restructuring, involving 700 job losses, is the first sign the company is implementing a sweeping Nkr5bn restructuring plan announced last month following a 28 per cent fall in 1998 profits.

The fertiliser, energy, metals and chemicals conglomerate plans to realise Nkr1.5bn of the identified Nkr2.5bn in operating profit improvements by the end of 2001 within the business Hydro Agri Europe.

The company also announced plans to cut Nkr1bn in costs through more efficient production, leaner organisations in sales administration and business support and reduction in business development spending. It will improve its purchasing of energy, raw materials and equipment, as well as logistical costs. Valerie Skold, Oslo

## GRAPHITE

#### SGL Carbon downbeat

SGL Carbon, the German graphite producer, yesterday forecast a gloomy year ahead due to the recession in the North American and western European steel industries, as well as the continuing difficult market for semiconductors. It expects this year's operating profit to be even lower than in 1998, when comparable operating profit fell 9 per cent to DM343m (\$175.4m; \$181m).

Robert Kehler, chairman, said he did not expect demand for graphite electrodes and carbon products to rise in the foreseeable future, but that he expects specialty graphite sales and its technology business to grow in 1999.

Last year, SGL Carbon recorded a DM284m net loss, which was burdened by DM90m in restructuring costs and DM410m in charges related to a pending antitrust investigation in the US. While the company could still profit from a strong first half in 1998, it entered a deep trough in the fourth quarter, it said. Uta Harnischfeger, Frankfurt

## FOOD RETAILING

#### Supersol earnings stall

Supersol, Israel's largest food retailing store, yesterday reported sluggish earnings for last year, with profits under pressure from increasing competition, previous unsuccessful diversification and an economic slowdown. Net income, which includes a one-time net gain of Shk15m, amounted to Shk127m (\$31.5m) compared with Shk121.5m in 1997. Revenues rose slightly to Shk5.13bn from Shk4.94bn over the same period. Earnings per share fell Shk0.10 to Shk0.60. There was some pickup over the last quarter, with sales rising from Shk1.22bn to Shk1.26bn but net income fell by nearly Shk10m, to Shk26m despite a net capital gain of Shk10m. Judy Dempsey, Jerusalem

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## Net income of FRF 7.3 billion (EUR 1.11 billion)

### A STRONG FORCE IN CREATING VALUE FOR SHAREHOLDERS

In 1998 BNP continued to make in-depth improvements in performance. Domestic Banking improved its income significantly due to sales strength and continuing control over operating expenses. Net income up 9% and based on normalised equity rose 49% to FRF 3.075 million (EUR 771 million).

Patent Banking outside the Euro Countries grew at a much more rapid pace. BNP merged its subsidiary Bank of the West with First Hawaiian Bank, creating a multi-national banking group with 213 branches and 800,000 customers in the western United States. BNP also listed as stake in BNPI, which operates in the Mediterranean and Indian Ocean basins to more than 97%. All in all, net income from this activity rose 40% to FRF 1.012 million (EUR 154 million).

Global Customers and Markets reported good results in a year of financial market turmoil, due to strong risk control and the remarkable performances of each business line, particularly specialised finance and equities. Net income from this activity, although in slight retreat from last year (-3.5%), remained clearly profitable, standing at FRF 4.245 million (EUR 647 million).

### INNOVATION AND QUALITY SERVICE TO CUSTOMERS

Over a five-year period, BNP has gone through an in-depth reorganisation in order to serve its customers better. In domestic retail banking, the sales force increased 16%, the branch network was continuously adapted and modernised, and a research and innovation team with more than 200 employees was created to offer new products and services. A quality programme that includes regular measures of customer satisfaction was also implemented.

For large corporate customers, BNP has developed dedicated teams that are organised on an international level. Business lines have been created to give customers access to worldwide expertise and value-added services.

Information technology, the industrial heart of the bank, demonstrated its high level performance with the conversion to the euro and ISO certification 9002 of the entire operating system.

### HUMAN RESOURCE MANAGEMENT THAT IS RIGOROUS AND MOTIVATING

Since 1993, BNP has implemented a system of managing its human resources in a spirit of partnership with employees, which has enabled it to respond to the elimination of jobs due to technological progress without resorting to layoffs. The reduction in total staff has been limited to 5,200, and 3,300 employees were transferred into commercial positions. Over the same period, there were 3,600 new hires. BNP has also implemented motivating remuneration policies. Overall profit-sharing has multiplied by 3 as have matching contributions to encourage employee savings.

### A SOLID BALANCE SHEET AND CONTINUOUS POLICY OF RISK MANAGEMENT

Between 1993 and 1998, average share capital rose from FRF 45.3 billion (EUR 6.9 billion) to FRF 62.1 billion (EUR 9.5 billion). The reserve for general banking risks stands at FRF 6.8 billion (EUR 1.4 billion) and an unallocated provision for unforeseeable securitisation risks totals FRF 1.4 billion (EUR 0.2 billion). Today, BNP's equity investment portfolio includes FRF 12 billion (EUR 1.8 billion) in unrealised capital gains. Risk is subject to particularly disciplined policies in respect of controls and provisioning. In 1998, BNP's commitments in countries hit by financial crises continued to diminish. There was also substantial additional provisioning, notably FRF 1.9 billion (EUR 240 million) in sensitive Asian countries, FRF 1.4 billion (EUR 194 million) for Russia and FRF 1.04 billion (EUR 133 million) in general provisions for other countries. Total provisions for counter risk (FRF 15.2 billion or EUR 2.3 billion) are more than sufficient to cover Group provisioning requirements.

"1998 was a very good year for BNP. Once again, the company exceeded the objectives it set for profits, which totalled FRF 7.3 billion, as well as return on equity, which amounted to 11.8%. BNP teams can be proud of these results, which were achieved in what was for some activities a particularly difficult environment. Since privatisation in 1993, BNP has never stopped moving forward, through an ambitious strategy of creating value for shareholders, while improving the quality of services to customers and implementing a motivating human resources policy for its teams. Our new project, BNP 2002, is another challenge to improve our Group profitability through sustained development of different businesses in France and worldwide. This development will be achieved through sustained internal growth. We will also seize new opportunities of external growth that we believe to be advantageous to our shareholders, customers and teams. BNP has the means to meet its objective: growth in profitability."

### A sharp rise in income in 1998

|                              | 1998<br>(FRF billion) | 1997<br>(FRF billion) | %<br>change | 1996<br>(FRF billion) |
|------------------------------|-----------------------|-----------------------|-------------|-----------------------|
| Net banking income           | 43,315                | 44,066                | -1.6%       | 7,37                  |
| Operating expenses           | (32,917)              | (30,631)              | 7.5%        | 16,02                 |
| Gross operating income       | 15,398                | 13,435                | 14.8%       | 2,35                  |
| Provisions                   | 17,892                | 16,785                | 11.3%       | 11,20                 |
| Non-oper. items and re-meas. | 2,574                 | 1,566                 | 69.9%       | 0.45                  |
| Pre-Tax income               | 10,480                | 8,216                 | 27.6%       | 1,60                  |
| Taxes                        | 12,229                | 11,997                | 2.1%        | 10,43                 |
| Consolidated net income      | 7,657                 | 6,219                 | 22.6%       | 1.11                  |
| Net income<br>(FRF billion)  | 7,309                 | 5,962                 | 22.6%       | 1.11                  |

The Board of Directors will recommend that the Stockholders declare a dividend per share of 1 Euro (FR 0.94).

Michel Pebernau  
Chairman and Chief Executive Officer

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## COMPANIES &amp; FINANCE: EUROPE

BANKING MILAN GROUP SEEN AS NEXT CANDIDATE FOR TAKEOVER

**BCI shares soar on merger speculation**

By Paul Bettis in Milan

**Banca Commerciale Italiana**, the Milan privatised bank widely regarded as the country's next large banking merger candidate, was yesterday at the centre of intense takeover speculation, which pushed its share price up 8.89 per cent.

After late heavy trading on the Milan stock exchange, BCI shares closed at a high for this year of Dm6.93. The sharp rise followed market rumours that a bid for BCI was being prepared by UniCredito, the banking group formed by the recent merger of Milan's Credito Italiano and three north Italian

regional banks. Speculation of a possible move on BCI by another large north Italian banking group has intensified following last week's alliance between Banca di Roma and ABN Amro, the Dutch banking group.

BCI and Banca di Roma have been involved in on and off merger talks for the past 12 months. But the Banca di Roma deal with the Dutch group has been widely regarded as bringing to an end any merger with BCI.

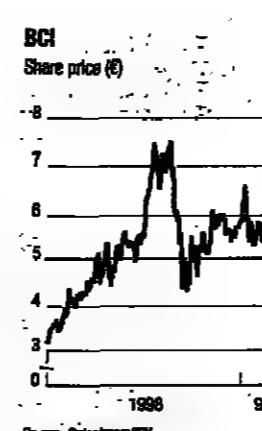
UniCredito, whose shares also rose more than 5 per cent yesterday, last night denied it was preparing a bid for BCI.

Milan banking analysts

said they would be surprised to see UniCredito mount an unsolicited bid for its Milan rival. They added that any eventual deal would probably have to be negotiated on a friendly basis because BCI's core shareholding base included several heavy weights of Italian finance and business.

However, the analysts did not rule out the possibility of the two sides moving closer now that Banca di Roma had forged its Dutch alliance.

San Paolo-IMI, the banking group based in Turin, has also been regarded as a possible merger partner for BCI. The Turin group had studied such a scheme before BCI



entered into a new round of negotiations with Banca di Roma last year.

Although San Paolo-IMI recently acquired a 2.1 per cent stake in BCI, the Turin group yesterday reiterated that the stake was a trading investment and did not constitute the start of a strategic collaboration with the Milan bank.

## NEWS DIGEST

## AIRLINES

**Lufthansa boosted by sale of Hapag-Lloyd**

**Lufthansa**, Germany's flag carrier, yesterday published better-than-expected 1998 core earnings data, but did not reveal the widely awaited operating profit figure. Lufthansa said that its 4.8 per cent rise in revenues to DM22.6bn (€11.5bn, \$12.6bn) stemmed from increased capacity utilisation and sustained cost-cutting. Earlier this week, Lufthansa warned it may be unable to sustain its 7.3 per cent capacity utilisation in 1999. That warning was in line with earlier comments by Jürgen Weber, chairman, who remained cautious about the year ahead.

Boosted by an extraordinary gain of DM377m from the sale of its stake in Hapag-Lloyd, Lufthansa showed a 40 per cent rise in its pre-tax profit to more than DM2.4bn. Uta Henschleger, Frankfurt

## BUILDING MATERIALS

**Lafarge advances 26%**

**Lafarge**, the French building materials group, yesterday reported a 26 per cent advance in net attributable profit to FFr3.08bn (€466m, \$505m). Earnings per share climbed 19 per cent to FFr32.30. Turnover rose 53 per cent to FFr64.3bn, an advance attributed principally to the integration of Redland, the UK tiles and aggregates company acquired in late 1997.

Operating performance rose 63 per cent, reflecting increased activity in western Europe, outside Germany, and Latin America, "excellent" conditions in North America and a favourable pricing environment. The company proposed a net dividend of FFr12 a share, up from FFr11. David Owen, Paris

## TURKEY

**İşBank widens operations**

**İşBank**, Turkey's largest bank and the country's biggest quoted company, is negotiating to buy a health service provider and will buy utilities as part of a new strategy of seeking synergies with financial services. Erhan Ozince, chief executive, said the bank would consider bidding in a consortium for the government's planned sale later this year of a 25 per cent strategic stake in Türk Telekom, a company valued at around \$10bn. Leyla Boulton, Ankara

**Telefónica resurfaces TPI spin-off**

By Tom Burns in Madrid

**Telefónica**, Spain's leading telecommunications company, plans to put part of its Yellow Pages unit, TPI, on the market within the next three months.

This would set in motion a long-awaited spin-off strategy likely to include the flotation of its mobile and international telecommunications businesses.

The disposal of up to half of TPI was announced last year to raise funds for a €4.9bn (\$5.33bn) acquisition drive by Telefónica Italia.

The unit was valued at €1.2bn but it could now be close to €2.9bn.

The renewed decision to float TPI could now however reflect the climate of uncertainty created in the telecommunications industry by Olivetti's €5.8bn hostile bid

for Telecom Italia. Industry sources said.

They also believe Telefónica could become a take-over target and appears to be mapping out a defensive strategy. This would consist of placing some of its key units on the market, while retaining majority control, so that the sum of its parts will multiply group's equity value and thereby ward off potential raiders.

The decision to float TPI is understood to have been fuelled by the successful market debut of Telecom Italia's yellow pages unit, Seat.

Its market capitalisation of some €3.65bn has raised concerns that it is vulnerable to predators in the industry.

The figure contrasts with Telefónica's own estimates that the group's value is closer to €6.5bn.

A meeting of the Board of Directors of the Compagnie Monégasque de Banque was held at the registered office of the Bank on 26th of February 1999 and it was informed of the accounts for the financial year ending 31/12/1998.

It noted that:

- its clientele's deposits, securities and liquid assets, had increased by 33.0% for an aggregate amount of 25.6 thousand million French Francs;
- its clientele under management had increased by 53.0%;
- the total of its clientele's loans had dropped by 13.0%.

The net profit for the '98 financial year amounted to 81.8 million French Francs.

At the Ordinary General Meeting taking place on 26th March 1999, the Board will therefore propose the distribution of a 10% dividend, namely 65.0 million French Francs, as well as the appropriation of:

- 4.1 million French Francs to the statutory reserve and

- 12.7 million French Francs to the emergency reserve.

The Chairman reminds that Commerzbank and Banca Regionale Europea have acquired respectively 11.5% and 5% in the capital of CMB. The two Banks are represented in the Board of Directors as well as in the Executive Committee.

Finally, the Board decided to convene an Extraordinary General Meeting called to decide on the conversion of its capital which shall be raised from €50,000,000 French Francs to 100,000,000 Euros and divided into 500,000 shares with a face value of 200 Euros each.

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Global Agency and Trust Services, Citibank N.A., London  
11 March 1999

CITIBANK

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Global Agency and Trust Services, Citibank N.A., London  
11 March 1999

CITIBANK

NOTICE TO THE BONDHOLDERS

US\$67,000,000  
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(the "Company" and the "Bonds" respectively)

Notice of The First Consolidation Date in 1999  
NOTICE IS HEREBY GIVEN to the holders of the outstanding Bonds of the Company that a meeting of the Board of Directors will be held on the date of 30 March 1999. In this meeting, a proposal for distributing earnings or capitalising capital reserves to shareholders is to be approved for submission to the annual shareholder meeting.

In accordance with the Terms and Conditions of the Bonds, the First Consolidation date is 23 March, 1999.

Lite-On Technology Corporation  
March 11, 1999

**Danish bank and insurer merge**By Clare McCarthy  
in Copenhagen

Consolidation in Nordic financial services took a step forward yesterday as Denmark's third largest bank said it would merge with the country's leading non-life insurer.

The move creates the region's seventh biggest financial services group, with a market capitalisation of Dkr2.6bn (\$4bn).

Unidanmark and the insurer Tryg-Baitica said they would unite their operations retroactively to January 1, 1999 under the name Unidanmark A/S.

Tryg-Baitica shareholders will receive three Unidanmark shares for every eight Tryg-Baitica shares held.

Although the deal is being billed as a merger of equals and there will be a 50:50 board split, Unidanmark dwarfs its new partner in terms of assets and earnings.

The bank group posted net profits of Dkr2.6bn in 1998, while the insurer posted Dkr954m net profits.

"The new entity will be a leading Nordic bank insurer and will be very well positioned for continued competition and consolidation in Scandinavia," said Thorleif Krarup, Unidanmark's chief executive.

Analysts said that prior to

investment banking at J.P. Morgan in London.

The deal is the latest in a wave of consolidation which has swept Nordic financial services, and the partners stressed that yesterday's deal did not signal the end of the consolidation process.

"I wish to emphasise that Unidanmark is interested in participating in further consolidation in the Danish financial sector and is also open to participation in the ongoing restructuring of the Nordic financial services market," said Thorleif Krarup, Unidanmark's chief executive.

Analysts said that prior to

the deal, Unidanmark was widely viewed as possibly the Nordic banking group most vulnerable to a takeover bid by an outside bank.

Recent restructuring in the Nordic region includes last month's announcement by the insurance groups Stoerbrand of Norway and Sweden's Skandia of a plan to merge non-life operations.

Unidanmark A/S will be the second largest financial services company in Denmark, with 45 per cent of the population as customers.

Unidanmark closed Dkr23 higher at Dkr465 a share while Tryg-Baitica ended Dkr2 ahead at Dkr174.

**Prague firms up sale of banks**

By Robert Anderson

The Czech government yesterday agreed a firm timetable for the privatisation of the country's two biggest banks and moved to double the share capital of one ahead of its sell-off.

The Social Democrat cabinet, which was initially hesitant about bank privatisation, decided to issue a tender at the end of next month for the sale of its 45 per cent stake in Ceska Sporitelna by between Kč5bn and Kč7.6bn and made extensive changes.

A shareholders' meeting of Ceska Sporitelna also agreed yesterday to increase the bank's Kč7.6bn (€220m) share capital by between Kč5bn and Kč7.6bn and made extensive changes.

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CIGARETTES SHARE PRICE HIT AS ANALYSTS GIVE MIXED RESPONSE TO PURCHASE OF RJR NABISCO DIVISION

## RJR buy depresses Japan Tobacco

By Alexandra Nusbaum  
in Tokyo

Shares in Japan Tobacco fell 4.76 per cent yesterday after some investors were startled by the company's announcement that it would buy the international tobacco business of RJR Nabisco, the US food and tobacco group.

The acquisition is thought to be the largest made by a Japanese company in foreign markets, although precise comparisons are difficult because of exchange rate volatility.

Japan Tobacco said it would pay \$7.83bn in cash and \$200m in debt to acquire the rights to cigarette brands such as Camel, Winston and Salem in 1990. Matsushita Electric paid \$6.1bn for MCA.

Some analysts interpreted the drop in share price as a sign that Japan Tobacco had overpaid.

However, others argued that even though the price was high, the deal made sense for Japan Tobacco

from a financial and strategic perspective.

The stock, which has outperformed the Topix index since late 1997, closed down ¥50,000 at ¥1m.

"In terms of brand equity and costs, the purchase represents a rational decision for the company, although JT faces a premium for buying a company unit the size of RJR," said Yuji Fujimori, analyst at Goldman Sachs.

"The deal is value-creating for Japan Tobacco. They have no debt, so their weighted average cost of capital is high. By gearing up, they can lower their cost of capital and expand net returns," said William Gallagher, head of research at Schroders Japan.

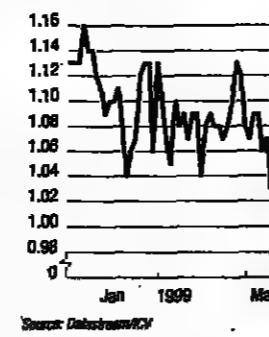
Japan Tobacco said its strategy was to find synergies with RJR's marketing and distribution arms.

However, analysts expressed concern over Japan Tobacco's ability to effectively manage the combined entity.

"Japan Tobacco is a

Japan Tobacco

Share price (yen/m)



Japanese smokers: the domestic market is weak

Source: Bloomberg/ICV

Reuters

Worst recession in post-war history.

Japan Tobacco is two-thirds government-owned and controls roughly 80 per cent of the domestic tobacco market with its top-selling brand, Mild Seven. Worldwide, the company ranks fourth, says Mr Fujimori.

The company will have

estimated sales of ¥3,760bn (\$31bn) and net profit of ¥65bn for the year ending March 1999.

file deals concluded during the 1980s, when Japanese companies were scrambling to build global empires.

However, analysts argue that these acquisitions were largely considered trophy assets, and were not driven by domestic strategic needs.

By contrast, Japan Tobacco's acquisition of RJR's tobacco business has been triggered partly by the weak

domestic market, which is weighed down by Japan's

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## Mandarin hotels pushed into red

By Louise Lucas

Asia's economic, currency and political upheavals last year took their toll on Mandarin Oriental International, the hotels arm of the Jardine group, pushing it into the red for the first time. The group reported a loss of US\$4.3m, compared with a net profit in 1987 of \$4.7m.

Underlining directors' bearishness, the dividend is again being cut. The total annual dividend of 13.5 cents is 61 per cent below the 1987 payout, reflecting the net loss, the group's existing and anticipated capital commitments, and the continuing depressed state of Asia's hotel industry.

Frosts were hit by declining tourism and business travel, as well as provisions made for the devaluation of certain properties. The

group wrote off non-recurring items of \$23.5m compared with \$9.2m in 1987.

Simon Keswick, chairman, warned that little improvement in travel and tourism around Asia - home to most of the group's luxury hotels - was expected this year. Other hoteliers have expressed similar sentiments.

Both the group's Hong Kong hotels made significantly reduced contributions - trading profits from Hong Kong and Macau halved last year - and weak currencies in the Philippines and Indonesia were blamed for declining performances there.

Earnings per share last year fell from 6.51 cents to a loss of 0.81 cents. Excluding non-recurring items, earnings per share fell 65 per cent, from 7.81 cents to 2.77 cents.

## Dairy Farm bucks trend with 38% earnings rise

By Louise Lucas

Dairy Farm proved a rare bright spot for the Jardine group in Hong Kong's bleak reporting season. The international retailing arm yesterday reported a 38 per cent rise in net earnings, from US\$112.4m in 1997 to \$155m last year.

The results were boosted by \$14.4m worth of exceptionalities: principally a \$109.3m profit on the sale of Simago, its Spanish supermarket chain, and its stake in Kwik-Save of the UK; offset by write-downs in Indonesia and property devaluations.

The company also managed to increase profits at the operating level, from \$18.4m to \$151.9m.

The results suggest that management's latest strategic efforts to turn round the once ailing company are tak-

ing effect. Ronald Floto, group chief executive, said the repositioning has transformed Dairy Farm from a retail holding company to a decentralised retail operating company.

"The business simplification, clarity of focus and sharing of upgraded group resources have been important elements in our ability to achieve earnings improvements during the difficult economic circumstances of 1998," he said.

Although retail spending fell sharply in Hong Kong last year, supermarkets were least affected. In Australia and New Zealand there were modest sales increases at Dairy Farm's stablemates, but these were more than offset by exchange rate movements.

Profitability increased at Wellcome, the Hong Kong supermarket chain, and

Manning's, the pharmacists, Franklins, the Australian supermarket, continued its recovery, lifted by the move towards fresh foods and efficiency initiatives. Franklins almost trebled its operating profit from \$2.2m in 1997 to \$6.8m (US\$840m).

But this year brings more challenges, including the threat of deflation and increased competition. Mr Floto predicts operating losses as high as \$10m in Taiwan, and its Chinese operation is still loss-making.

Basic earnings per share rose 35 per cent, from 6.26 cents to 8.46 cents. Excluding discontinued activities and exceptional items basic earnings per share rose 9 per cent from 7.36 cents to 7.99 cents. The total annual dividend is to be kept at 6 cents.

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## MoDo Annual General Meeting

Shareholders in Mo och Domsjö AB (publ) are hereby notified that the Annual General Meeting will be held at Grand Hotel (Vinterträdgården, entrance from Stallegatan), Stockholm, Sweden at 4.00 p.m. on Thursday, March 25, 1999.

### Participation in Annual General Meeting

Shareholders who wish to participate in the Annual General Meeting shall be entered in the register of shareholders maintained by Värdepapperscentralen VPC AB by no later than Monday, March 15, 1999 and shall notify the company by no later than 5.00 p.m. on Monday, March 22, 1999 at:

**Mo och Domsjö AB**  
Group Legal Affairs  
SE-891 80 Örnsköldsvik, Sweden

Notification may also be made by telephone:  
+46 660 751 41, +46 8 666 21 11  
or by fax +46 660 759 78.

Shareholders whose shares are registered in a nominee name, should temporarily re-register their shares in their own name with VPC by no later than Monday, March 15, 1999. This means that shareholders must notify their manager of their wishes in this respect well in advance of this date.

### Agenda

- Election of chairman of meeting
- Approval of voting list
- Election of adjusters
- Question of whether the meeting has been duly convened
- Presentation of annual report and consolidated financial statements and report of the auditors on the parent company and consolidated financial statements
- Questions arising from the reports presented in item 5
- Adoption of parent company and consolidated income statements and balance sheets
- Treatment of unappropriated earnings as stated in the adopted balance sheet
- Discharge of members of the Board and the president from liability
- Decision on number of Board members and deputy members to be elected by the Annual General Meeting
- Decision on fees to be paid to the Board and the auditors
- Election of Board
- Decision on appointment of audit company or auditors and deputy auditors and election thereof
- Board's proposal for amendment to the company's articles of association
- Any other business
- Close of meeting

### Amendment to company's articles of association

The Board proposes to the Annual General Meeting pursuant to item 14 on the agenda that the company's articles of association be amended as follows:

- The appointment of the auditors shall apply until the end of the Annual General Meeting held during the fourth financial year following their election;

- Notice convening the Annual General Meeting shall be given by means of announcements in Post- och Inrikes Tidningar and in a Swedish daily newspaper with a national circulation.
- Notice of Annual General Meetings and Extraordinary General Meetings at which amendments to the company's articles of association are to be considered shall be given no earlier than six weeks and no later than four weeks before the said Meeting.
- Notice convening any other Extraordinary General Meeting shall be given no earlier than six weeks and no later than two weeks before the said Meeting;

- Notice of intent to participate in General Meetings of the company shall be given by shareholders and their representatives (proxies) no later than five weekdays before the Meetings;

- The agenda for the Annual General Meeting shall be complemented with an item concerning approval of the agenda.

### Proposals requiring a decision

Shareholders who combined represent more than 72 per cent of the votes in the company have given notice that they will support the following proposals to the Meeting.

- Item 10 Seven members and no deputy member
- Item 11 It is proposed to pay an unchanged fee of SKr 1,050,000 to the Board to be distributed by the Board among the members elected by the Annual General Meeting who are not employed in the company.

Compensation to the auditors shall be paid on the basis of invoices raised.

- Item 12 It is proposed that the following persons be elected to the Board (all re-elections): Fredrik Lundberg, Carl Kempe, Hans Larsson, Arne Mårtensson, Bengt Pettersson, Per Wein and Christer Zetterberg.
- Item 13 KPMG Bohlin AB, authorised public accountants

### Dividend

The Board has proposed that an ordinary dividend of SKr 10 per share be paid, and that an extra dividend of SKr 35 also be paid. The Board has proposed Tuesday, March 30, 1999 as the date of record for the register of shareholders and the special list of pledges, etc. maintained by VPC. Provided the Annual General Meeting resolves in accordance with this proposal, it is expected that the dividend, totalling SKr 45 per share, will be distributed by VPC on Thursday, April 8, 1999 to those persons who are listed in the register of shareholders or the special list on the date of record.

Shareholders are requested to inform their account operator of any changes of name or address.

Stockholm, March 1999

Board of Directors

**MoDo**

## Hongkong Land sees no sign of recovery

By Louise Lucas in Hong Kong

Hongkong Land, one of the territory's biggest landlords,

yesterday reported a 68 per cent drop in net profits and

warned that the gloom over the property sector is unlikely to lift soon.

"We do not see any early prospect of recovery in the Hong Kong commercial property market," said Simon Keswick, chairman.

Net profits fell from \$6.23bn in 1997 to \$1.25bn last year after the company made \$2.67bn worth of provisions against its properties and other assets.

The slump was in line with market expectations.

Hongkong Land's results come amid a corporate reporting season which has been marked by big provisions and tumbling earnings,

and the devaluation of its own portfolio reflects the fall in property values.

The annual valuation of the group's investment properties, conducted by independent valuers at the end of last year, produced an annual net valuation deficit of \$3.47bn. Mainly due to this, shareholders' funds at the year-end slumped 44 per cent from \$8.53bn to \$4.92bn.

Hong Kong property prices have more than halved from the peaks in September 1997, and the impact on commercial buildings - where rents are typically set for three years - will continue into next year.

Exacerbating the pressure on office and retail rents is new supply, with many new-comers offering hefty rent-free periods, in addition to attractive rents, in a bid to lure tenants.

## COMPANIES &amp; FINANCE: UK

MEDIA SHARES FALL ON PROFIT-TAKING AND DOUBTS ON OPERATING PERFORMANCE DESPITE RESULTS MEETING EXPECTATIONS

**Pearson achieves earnings growth target**

By John Gapper

**Weakness in the international operations of Simon & Schuster, the US educational publisher bought by Pearson for \$1.6bn late last year, was partly responsible for a dent in the share price of the UK media company yesterday.**

Shares in Pearson fell 6 per cent on profit-taking and doubts about the group's operational results, although it met both a double-digit

earnings growth target and analysts' profit forecasts. Pearson said it was pleased with early results from Simon & Schuster, despite the downturn in its Latin American and Asian businesses, and a rise in the likely integration charge to \$300m rather than an earlier estimate of \$270m.

The group, which publishes the Financial Times, will spend £1m on giving each of its 13,000 eligible employees a 3 per cent

bonus, together with 15 free shares to mark its 20 per cent growth in underlying earnings per share.

Pre-tax profits for 1998 jumped from £128m to £228m (£1.01bn). The figures included a £22m provision to cover the sale of MindScape in 1997, and a £25m profit on the sale of businesses, including Tussauds, in 1998.

The Financial Times raised operating profits 20 per cent to £42m because of

rising international circulation, but operating profits at Penguin Books fell 17 per cent to £88m after restructuring costs.

Marjorie Scardino, chief executive, said it would be "hard to draw any conclusion other than that these were outstanding results" but acknowledged the shares were highly rated on expectations of future growth.

She said the FT would reach its target of selling 100,000 copies a day in the

US by the year-end, and BT.com, its internet site, had drawn £2m in advertising revenue last year - more than any other UK website.

It was determined to succeed with its joint venture German language business paper, which it is to publish with Gruner + Jahr, the German publishing company.

"We will invest as much as we need to make it work."

John Makinson, finance director, said Simon & Schuster had made a strong

start within Pearson in selling its education titles in the US, but there had been "a less happy story international". He said Pearson would consider a secondary listing on Budget day, it offers the UK tour operator's shareholders just 47 per cent of the new company, smack in line with their relative market values. But as the last piece of the consolidating UK market likely to come up for grabs, First Choice's 14 per cent market share should warrant a scarce premium.

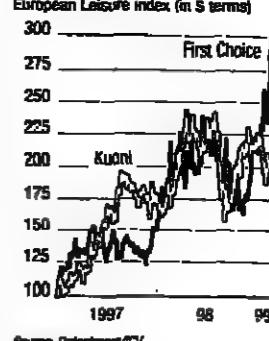
True, First Choice's shares have already enjoyed a fair run, outperforming the market by 27 per cent in the last year. But it is still on a sizeable price/earnings discount to Airtours and Thomson.

Combining mass-to-mid market First Choice with the upmarket Kuoni will create few synergies, leaving the cosy deal vulnerable to counter-offers. That said, Germany's Preussag has its hands full right now and Thomson's existing 28 per cent market share would stir competition watchdogs. But an offer from the nimble Airtours could probably squeak by and would solve First Choice's lack of retail distribution.

## COMMENT

**First Choice/Kuoni**

First Choice/Kuoni  
Share prices relative to the European Leisure index (5 terms)



Source: Datastream/CV

**Applied Graphics joins race for Wace**

By David Blackwell

**Applied Graphics Technologies of the US yesterday became the third bidder for Wace, the digital imaging group, with a £57m (\$92m) offer for the ordinary shares.**

The offer from the Nasdaq-listed group - equivalent to 72p a share - represents a small premium to the 70p a share offered by Schwack, another US digital imaging company. Schwack emerged in January as a white knight when Wace was under siege from Photobition, its UK rival. The shares closed unchanged at 74p.

Wace said AGT had not made an offer for the preference shares, and was seeking clarification. Both Schwack and Photobition made offers worth £38.2m for the preference shares.

Huntington Partners of the US, which has 20 per cent of Wace, will seek further details from AGT over the preference shares. But Blane Reike, a Huntington manager, said the 3 per cent increase over Schwack's offer for the ordinary shares was "far below what we think the group is worth".

Observers suggested AGT was testing the water. One said there was a danger the two bidders could end up "fighting over something that is already overpriced".

AGT, advised by Lazar Brothers, said it was considering making additional proposals in relation to the preference shares. These could involve the issue of AGT loan notes along similar lines to the Schwack offer.

**Aggregate Industries advances 68%**

By Charles Pretzlik

**Aggregate Industries, the building materials group whose planned £1.8bn (\$2.9bn) merger with rival Tarmac, founded in December, yesterday reported a 68 per cent jump in 1998 profits.**

Pre-tax profits rose from £45.4m to £76.1m last year, the first full year of figures since the merger of Bardon and Camas which gave the group its current shape in May 1997.

Turnover rose 28 per cent to £233.7m (£360.7m).

Figures for 1996 were flattered by only a five-month contribution from Camas in the 1997 result.

On a pro-forma basis, the total operating profit rose by 31 per cent to £101.5m in a 16 per cent increase in sales.

Peter Tom, chief executive, said: "We had a very strong finish to the year and that's continued into the first two months of this year.

"We are therefore very confident about where we



Peter Tom: "we are very confident about where we are likely to be in the first six months of this year"

Checkwicks

are likely to be in the first six months of this year."

He said he expects aggregate prices to rise by 6 to 7 per cent this year amid flat volumes.

Last year volumes increased 3 per cent and prices rose 7 per cent.

"For the UK, we feel more confident now than in November," Mr Tom said.

He said there had been no further talks with Tarmac and "it would be very difficult for talks to be revived."

The company is proposing a final dividend of 1.26p (1.2p), lifting the total 5 per cent to 2.1p.

Earnings per share rose from 2.9p to 4.8p.

Analysts expect pre-tax profits this year of about £88m. They said Aggregate was under some pressure to

find a merger partner but its healthy balance sheet and solid business should help it.

The shares, which yesterday rose 45p to 77.5p, trade on a forward p/e of 15, which analysts said was deserved.

**BICC considers withdrawal from cables**

By Michael Peel

**BICC, the UK engineering group in the throes of restructuring, yesterday signalled that it might consider leaving the highly competitive world cables market.**

The group, which has underperformed the stock market by almost 30 per cent in the past five years, said it would focus on developing its railway engineering, project finance and asset management operations.

The sector consolidated. He refused to rule out a disposal of the division, saying the group would almost certainly undertake "some form of rearrangement" of the businesses over the next five to 10 years.

Mr Jones said railway engineering, project finance and asset management operations offered the best growth prospects. They account for about two-thirds of the engineering, maintenance and construction divi-

sion's sales of £2.2bn.

His comments came as he revealed that the group was hit last year by £164m of exceptional costs relating to the cables division. The charges pushed the company into a pre-tax loss of £94m, on sales down 11 per cent at £3.67bn.

The exceptional charges consisted of restructuring costs of £25m, losses and provisions on disposals of £23m and a £106m asset write-down. Pre-exceptional oper-

ating profits from the cables division fell from 274m to £19m after a plunge in the price of optical fibres and cables, signalled by the group in October.

Mr Jones said the group had "done all the right things" to improve the performance of the cables division. It had reorganised its European businesses and sold its telecommunications cables and optical fibres interests to Corning, the US glass manufacturer.

**Strong pound hits Albright**

By Lucy Smy

**Albright & Wilson, the UK chemicals company, yesterday confirmed the weak trading that turned it into a bid target as it reported a 13 per cent drop in annual operating profits.**

The company said the strength of sterling and the devaluation of Asian currencies had knocked £7m (\$11.8m) off its profits on translation, and lost exports to Asia as a result of currency effects cut a further 26m from the bottom line.

Albright's management, which this week recommended a 50p bid - worth 130p a share - from Albermarle, the US chemicals group, said the tough trading conditions of last year would continue into the first half of 1999.

The group has also attracted the attention of Rhodia, the French chemicals group, which is expected to decide whether to bid by the end of the week.

In the year to December

**Euromoney may float in US**

By Cathy Newman

**Euromoney Publications is making preliminary plans for a stock market listing in the US, a move that could see Daily Mail & General Trust, its biggest shareholder, dilute its stake.**

Euromoney executives have been meeting institutional shareholders in the US in the past few weeks to raise the financial publisher's profile there.

The company has made substantial North American acquisitions in the past few years. In August 1997 it paid \$142m to buy Institutional Investor, the US financial magazine. In January, Euromoney raised its US presence by buying an 80 per cent stake in Internet Securities, which provides information on emerging financial markets via the internet.

Padraig Fallon, chairman, said: "When you have a

brand name as powerful as Institutional Investor, you'd be maximising shareholder returns if you made sure the market was aware of how exposed you are to the US. So you'd have a flow of information which would be accompanied by a listing."

That could result in DMGT, the publisher that owns 71 per cent of Euromoney, selling some of its stake to improve the liquidity of the shares.

Mr Fallon said the company was more likely to list on the New York Stock Exchange than Nasdaq. The London listing will remain.

**Cordant pledge on independence**

By Richard Tomkins

**Cordant Communications, the advertising group that emerged from Saatchi & Saatchi at the end of 1997, yesterday sought to counter bid speculation by vowing to remain independent.**

Michael Bungey, chief executive, said he regarded it as part of his job "to have chats with other people", but Cordant was not involved in

takeover talks. Unless an offer was presented that offered "amazing value", he said the company aimed to get on with increasing shareholder returns by winning new business and raising operating margins.

Cordant, parent of the Bates Worldwide agency, has been cited as potential target for several companies, including WPP and True North Communications.

Cordant yesterday reported a 13 per cent increase in pre-tax profits to £25.9m (£41.7m) for its first year as an independent entity. The increase would have been 20 per cent at constant exchange rates, the company said.

Revenues for 1998 fell from £307.6m to £301.8m, but rose 5 per cent on a constant currency basis. Net new business more than doubled, ris-

**CONTRACTS & TENDERS****Invitation for Pre-qualification****Vardzika Hydro Power Cascade, Georgia Management of Rehabilitation and Operation**

The Vardzika Cascade is a low-head hydroelectric plant, built from 1976 to 1986, consisting of four main powerhouses and an overall capacity of 184 MW. The Georgian Government is utility responsible for the management of the Vardzika cascade is Sakenenergogenetika. A rehabilitation programme has been prepared jointly by Sakenenergogenetika, and Kreditanstalt für Wiederaufbau (KfW), KfW, on behalf of the German Government, intends to finance the rehabilitation work.

Sakenenergogenetika invites companies to pre-qualify for the management of station during the rehabilitation process. A long-term concession will also be offered as an option. Duties are likely to include:

- detailed design specification and management of the rehabilitation process.
- management of station operation and maintenance.

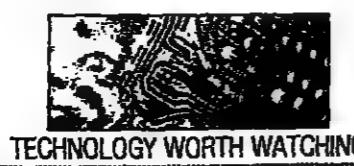
Pre-qualification submissions must be submitted in a prescribed format on or before 12 April 1999. Applicants may obtain more detail from:

Sakenenergogenetika  
1 Vekua Street, Tbilisi, Georgia 300005  
Tel: +995 32 990 530 Fax: +995 32 988 513  
Advisors Ian Pope Associates  
Tel: +995 32 923 536 Fax: +995 32 923 537  
email: iipa@caucasus.net

**RESULTS**

|                   | Turnover (£m) | Pre-tax profit (£m) | EPS (p) | Current payment (£m) | Date of payment | Dividends corresponding (£m) | Total for year (£m) | Total last year (£m) |
|-------------------|---------------|---------------------|---------|----------------------|-----------------|------------------------------|---------------------|----------------------|
| Abbot             | 191.2         | 115.3               | 16.9    | 15.2                 | June 4          | 1.8                          | 3                   | 2.8                  |
| Aggregate Inds    | 233.7         | 75.1                | 14.4    | 1.31                 | July 9          | 1.2                          | 2.1                 | 2                    |
| Albright & Wilson | 161.6         | 78.9                | 13.1    | 10.3                 | July 1          | 4.8                          | 7.15                | 7.15                 |
| BCC               | 1.975         | 4.078               | 1.94    | 0.63                 | July 1          | 0.2                          | 0.8                 | 0.8                  |
| Biotrace Int'l    | 10.4          | 1.256               | 1.256   | 0.552                | July 1          | 0.1                          | nil                 | nil                  |
| Bowthorpe         | 10.7          | 54.0                | 5.21    | 0.55                 | July 1          | 0.1                          | nil                 | nil                  |
| Calico Energy     | 41            | 59.3                | 71.6    | 14.23                | July 1          | 7.8                          | 12.28               | 11.23                |
| Church            | 31.6          | 80.8                | 5.8     |                      |                 |                              |                     |                      |

## MANAGEMENT &amp; TECHNOLOGY

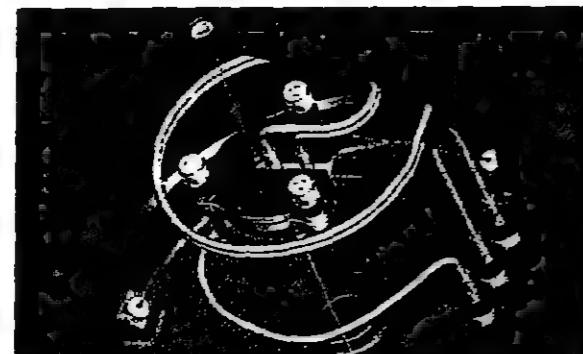


TECHNOLOGY WORTH WATCHING

**Life on Mars courtesy of a 2lb device**

A 2lb device that will produce pure oxygen on Mars from the red planet's predominantly carbon dioxide atmosphere is being built by researchers at the University of Arizona, Tucson, and Nasa's Johnson Space Center, writes Tom Mead. The oxygen will be the first material for human consumption to be produced from extra-terrestrial resources.

Small enough to fit in an 8in x 6in x 5in box, the silver-domed Oxygen Generating Subsystem (OGS) will be carried on Mars Surveyor 2001.



Drawn cross-section of the oxygen-making device

## IN BRIEF

**'Sticking plaster'** for roads staves off crack-up

A new composite material for repairing roads and pavements could make roads last longer, according to its inventors at the University of Illinois.

The material covers cracks on concrete or asphalt surfaces like an adhesive bandage, preventing the cracks from spreading and causing further damage. Traditionally, the damaged road or pavement is repaired with a thin asphalt-concrete overlay. The problem is that the overlay is fully bonded to the road, allowing cracks in the road to spread through the overlay, which deteriorates quickly.

The University of Illinois' material overcomes this problem by having three layers, which has the effect of absorbing some of the movement between the road or pavement and the surface of the overlay.

In a five-year test, cracking was reduced by at least 75 per cent. University of Illinois: US, tel 217241073; [www.admin.ulic.edu/](http://www.admin.ulic.edu/)

**Putting viruses in the balance**

Researchers have found a

The unit will use solid oxide electrolysis to produce oxygen. Its technology is based on a solid-state electrochemical cell that houses a 750°C, 300 micrometer thick, ceramic membrane/filter for oxygen. The electrolyte used in the OGS filters out other gases and transfers only oxygen ions.

The unit uses 0.5W of electrical power to produce about one cubic centimetre of oxygen per minute. A more efficient 10lb, backpack-sized unit could supply enough oxygen to support an astronaut. The technology

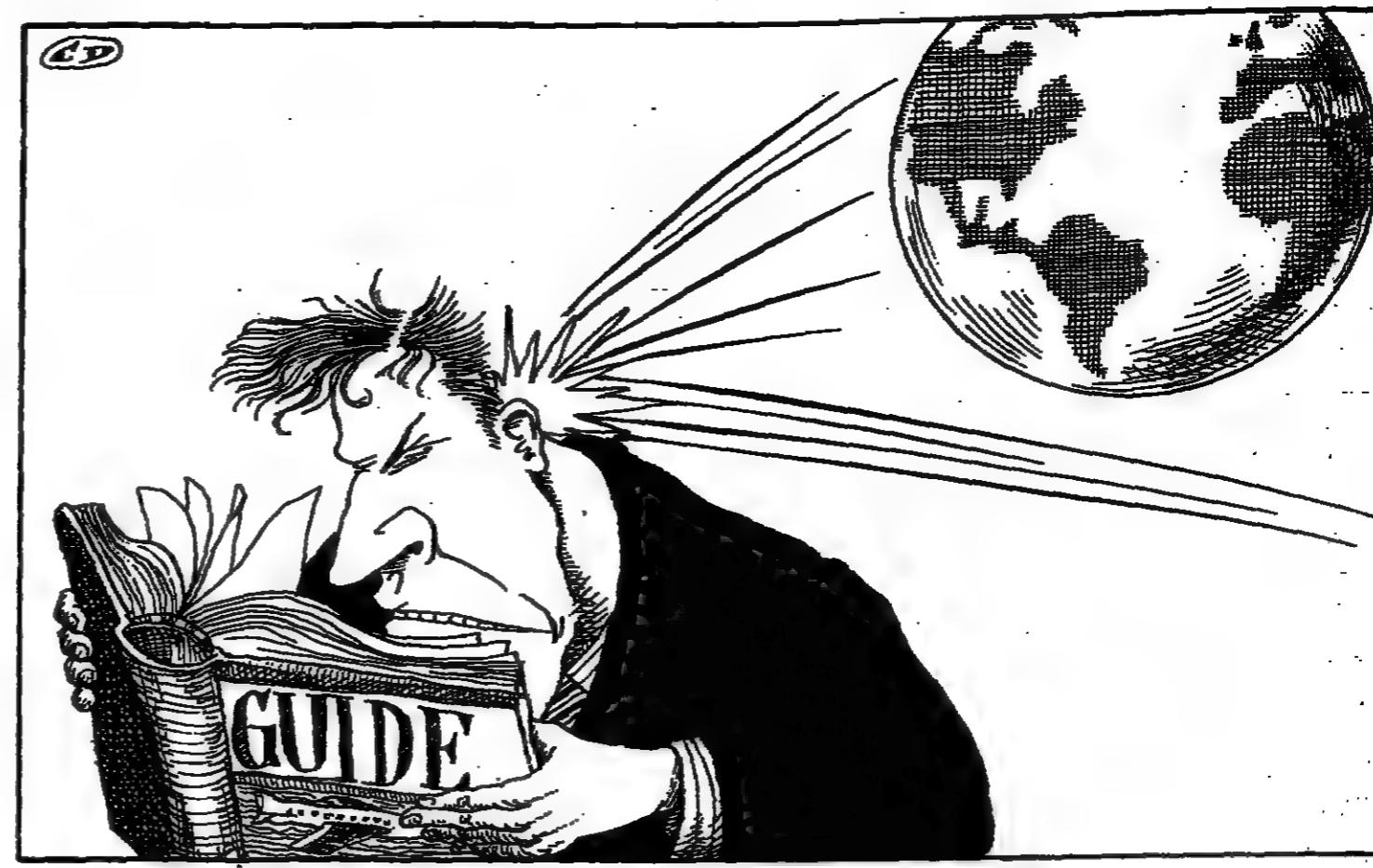
is highly scalable and devices 100 times larger could produce a breathable atmosphere for Mars colonists.

Researchers hope there will be an OGS experiment on the Mars Surveyor 2003 mission that will produce both fuel and oxygen from the Martian atmosphere. When combined with carbon monoxide or methane, the oxygen could be used as rocket motor fuel or, when combined with the trace gases humans need, to support human life on Mars.

"The technology that we are advancing now for the 2003 mission should demonstrate the capability to provide all the necessities for life support," says Matthias Grottmann, OGS programme manager at the university.

K.R. Sridhar, the university's principal investigator on the programme, says its most significant aspect is perhaps that it is leading to technology to enable permanent settlements on planets and their satellites.

<http://stl.ece.arizona.edu/>



## MANAGEMENT RISKS IN EMERGING MARKETS

**Costs of trouble abroad**

Violent crime, fraud and religious fanaticism are all problems that can prove expensive for multinationals, writes Alison Maitland

**H** Businessman Trevor Bell left his credit cards and most of his cash behind when he took a taxi ride to dinner in Mexico City. His Argentine colleague was not so prudent, and it probably saved their lives.

They were held up by two armed accomplices of the taxi driver. The robbers' mood turned ugly when they discovered Mr Bell was carrying only \$40.

"Fortunately for us, my colleagues proved to be a much richer source of picking."

He had stepped out for the evening with \$1,000 in cash, a stack of credit cards and a \$3,000 watch," says Mr Bell, then a director of Seton School, the UK healthcare group.

Given that carrying so much wealth runs counter to all advice to international travellers, the incident illustrates how difficult it is to find the right approach in emerging markets where kidnapping, corruption, organised crime or fraud may be rife.

Not that standard advice should be ignored. Mr Bell, now on the advisory board of Merchant International Group (MIG), a UK-based risk consultancy, admits his first mistake was to ignore the hotel's recommendation to use its limousines and avoid local taxis.

Once in the fix, however, he acted on MIG's advice and tried to establish a rapport with the gunmen by talking about his family and football.

Violent crime is only one of a web of non-conventional

risks facing businesses in immature and fast-changing markets. Ignoring or mishandling such risks cost multinational companies more than £15bn last year, according to a report to be published by MIG this week.

That startling estimate is based on research among 7,500 international companies based in the UK, US and continental Europe.

It amounts to an average 8 per cent to 10 per cent erosion of companies' total expected returns, says MIG.

"Corporate arrogance among western companies, including many multinationals, is surprisingly prevalent," says Stuart Poole-Robb, chief executive.

"A huge amount of financial resource and management time is lost each year as a result of inadequate research and analysis prior

**'Corporate arrogance among companies is surprisingly prevalent'**

to embarking into a non-domestic market."

The report addresses hidden threats to business success, ranging from bureaucratic obstruction and protectionism to religious fanaticism - a wider field than conventional risk data available from banks, credit agencies and economists.

Mr Poole-Robb says many

of these non-conventional risks, dubbed "grey-area dynamics" by MIG, are increasing (see chart). There has been a particularly steep rise in crooked, organised crime and fraud in the past four years as local become more sophisticated at exploiting western companies.

Forty-five per cent of companies said bureaucracy and corruption were important issues - and obstruction was not due to local officials alone.

"What surprised many of the respondents was the level to which international business went to create difficulties and obstacles to their successful entry."

A British company, for example, suffered when US and French multinationals used local connections to slow its entry into the Thai market.

MIG has drawn up league tables of the riskiest countries in which to do business, depending on the nationality of the investor.

Pakistan, for example, holds the greatest risks for UK multinationals, and Mexico for US companies.

The league tables are based on analysis of 40 types of risk that can cause assets to underperform, ranging from the passive and legal - such as language, customs and regulations - to the active and illegal, such as product piracy or pilfering.

Nearly 60 per cent of companies said they had lost out in overseas markets by paying too little attention to local customs and attitudes.

One European retailer was shocked by the poor perfor-

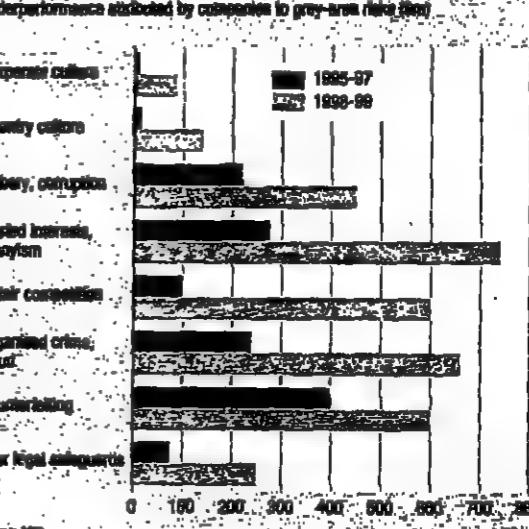
mance of a new venture in Turkey, failing to consider the impact on relations with its Turkish managers and suppliers of appointing an extremely able Greek chief executive.

Dealing with corruption can also be a delicate matter. "It may not be illegal under local laws to pay a third party to lobby for a particular outcome or smooth the path of the company; indeed this may be critical to the success of an enterprise," says the report.

"Yet if revelation of such activity creates a suspicion of corruption by the company in the minds of the public, the damage inflicted on the company's reputation and its business may be significant."

In the case of political extremism, companies would

Hiding cost of hidden threats: Underperformance attributed by companies to pre-war risk factors



## GROWING BUSINESS PRIVATE EQUITY

**UBS yet to reveal its claws**

The private equity business UBS Capital must compete more aggressively in its home market if it is to be recognised as one of the industry's big cats, finds William Hall

**P**ierre de Weck, head of UBS Capital, a division of UBS, one of Europe's biggest banks, would seem to have one of the cushiest jobs in the private equity business. UBS has more surplus capital than it knows what to do with and access to a network of business contacts that most venture capitalists would die for.

While having too much money in the private equity business can sometimes be as bad as having too little, it has not hurt UBS Capital's record to date. Its business is fairly humming along. It earned SF139m (£165.5m) after tax on capital of SF250m in the first nine months of 1998 - far more money than Julius Baer, Switzerland's biggest private bank, earned in all of 1998.

Last year's profits increased by an above average number of investments, and while UBS Capital refuses to disclose the historical rate of return on its private equity business, it is probably more than double the 25 per cent target rate of return that it has set itself for the next five years.

Mr de Weck, a 48-year-old ex-Citibanker whose father used to run UBS, has big ambitions for UBS Capital, which has grown substantially following last year's merger of UBS and Swiss

Bank Corporation. UBS already had a sizeable North American private equity business and Pilkington Ventures in London. Swiss Bank Corporation's main vehicle was SBC Equity Partners, which specialised in the Swiss market.

Mr de Weck's target is to increase UBS Capital's profits by an average 11 per cent a year compared with 8 per cent for UBS Brinson, one of the world's biggest fund managers. By 2002 UBS Capital should be earning SF150m after tax on a private equity portfolio that will have doubled to SF1bn. Under UBS's recently revised corporate targets UBS Capital should be earning 50 per cent more than Brinson by 2002.

Hence, it is surprising to find that in its home market of Switzerland, UBS Capital is a long way from being the market leader. Foreign firms, such as Doughty Hanson and Texas Pacific, have been running rings around UBS when it comes to cornering the big deals.

Mr de Weck is sensitive to accusations that UBS Capital is not able to compete on its home turf. It tends to do slightly smaller deals than Doughty Hanson, such as the acquisition of Mr Minut, the world's largest shoe repair chain.

UBS Capital's strategy is

no different from that of most other private equity firms. It is interested in companies that have the potential to be market leaders and is prepared to finance their ambitions.

"Unlike some of our competitors we are not going into the big 'flashy' deals," he adds. "We are not an early stage investor. We normally wait until the product is ready and a company needs expansion capital."

The sole exception is the group's specialised software team in the US.

Some 95 per cent of its SF1.7bn portfolio is invested in later stage investments, and the biggest part is management buyouts (61 per cent), followed by replacement capital (21 per cent). Start-up and other early stage investments account for only 1 per cent.

More than half its 130 investments are in manufacturing.

One of UBS Capital's apparent advantages over its competitors is its access to finance which should give it

an edge in refinancing deals.

Meanwhile, UBS's private bank is servicing many of Europe's wealthiest individuals who have made their fortunes from business. When family entrepreneurs get close to retirement UBS Capital has an advantage because it could help facilitate a change in management and control.

Competitors tend to play down these advantages. Raising finance is the least of the problems for successful private equity operations at present, and UBS's network of contacts can result in conflicts of interest.

Finally, the record of big international banks spawning successful private equity ventures is not particularly good. Chase Capital Partners is one of the few exceptions.

But Mr de Weck remains upbeat. His ambition is to establish UBS Capital as the industry role model for an integrated global private equity business. With offices in London, Paris, the Hague, New York, São Paulo, Buenos Aires, Singapore and Hong Kong, it already has a bigger international network than nearly all its competitors.

However, if UBS Capital is to reach its ambitious profit targets it may soon have to start competing more aggressively with the likes of Doughty Hanson and Texas Pacific.

Only then will it be able to prove that it is one of the industry leaders.

**'Unlike some competitors we are not going into the big "flashy" deals. We do not need to establish credibility'**

Pierre de Weck

**Trading and Settlement Systems****REQUEST FOR TENDER (RFT)**

EA597/99

EnergyAustralia (EA) is a corporatised New South Wales State Government business enterprise. It is Australia's largest electricity corporation managing 1.3 million customers and supplying one fifth of the Australian electricity market.

Tenders are invited for the supply and deployment of an integrated energy trading and settlement system for the Commodity & Financial Markets division of EnergyAustralia. C&F has been trading in the wholesale electricity markets since 1996. Trading activity in the energy markets, including electricity and gas is expected to increase significantly to support the vision of becoming a leading multi-utility in the Asia Pacific Region.

Responses are sought from suitably qualified and experienced vendors, solution integrators, business partners or our sourcing parties. Respondents are invited to tender all or part of the following requirements:

- Demand Forecasting
- Price Forecasting
- Risk Management
- Portfolio Management
- Energy Trading
- Contract Management
- Settlements
- Financial and Management Reporting

Respondents must register to request a copy of the tender package.

Bound copies of the tender package will then be made available to registered respondents or their nominees from EnergyAustralia, Ground Floor, 570 George Street, Sydney NSW 2001 (Bathurst Street entrance) from Tuesday, March 16th 1999. Applicants will be required to submit a signed confidentiality agreement and lodge a non-refundable \$200 fee payable by cash or cheque to EnergyAustralia to collect the documents.

Completed submissions, clearly marked, must be placed in the Tender Box at EnergyAustralia's Head Office, 570 George St (in the Bathurst St entrance foyer) by 11.00am AEST Friday 5th April 1999. Tenders will be opened in public.

To register a request for a copy of the tender package contact: Mr. George Sounnas, EnergyAustralia. Telephone +61 2 9268 2460 between 9am-5pm, local Sydney time.

ALL RESPONSES WILL BE TREATED IN THE STRICTEST CONFIDENCE

Respondents take full responsibility for their receipt of the RFT documents.

**EnergyAustralia**

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## INTERNATIONAL CAPITAL MARKETS

# European prices move higher

**BENCHMARK BONDS**

By Arkady Ostrovsky in London and John Lakatos in New York

European bonds closed higher, encouraged by a recovery in the euro against the dollar and strong demand for corporate euro-denominated paper.

US Treasuries were lower at midday, ahead of today's release of economic reports.

The benchmark German bond future edged ahead and the French 10-year bond future closed up 0.3 at 110.07.

UK gilts also rose as investors reassessed the impact of

the Budget. "There has been a slight change of heart by the UK gilt market to the Budget after the initial thumbs down," said David Brown at Bear Stearns.

In the US 10-year bond, the benchmark for long-term interest rates, was down 4% to 95.5 at midday, sending the yield up to 5.575 per cent. The 10-year note was down 4% to 96.4, yielding 5.205 per cent.

New figures on retail sales and initial unemployment claims are expected today, and the producer prices to zero.

report on Friday. The US market took some comfort on Tuesday from comments from Alan Greenspan, chairman of the Federal Reserve, who said there had been no signs of inflationary pressure, suggesting the Fed might not be ready to raise interest rates.

The Japanese bond market was also higher, with the yield on the 10-year benchmark JGB falling to 1.68 per cent from 1.78 per cent.

Brazil is hoping to return to international capital markets in April once the International Monetary Fund has approved a \$2.2bn tranche of loans to the country.

Investor sentiment has been improved by the Bank of Japan's recent efforts to push overnight market rates to zero.

The Japanese equity market also staged a small rally, encouraged by positive news from Brazil. The country's lower house of parliament approved a key fiscal bill yesterday, which helped push Brazil's benchmark C bond one percentage point higher to 8.6%.

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# Lucent launches \$1.36bn global

**NEW ISSUES**

By Khozem Merchant

Lucent Technologies launched its first global bond, a 30-year \$1.36bn offering, on a day of several big issues led by Freddie Mac.

Lucent, which was spun off from AT&T, opted for the global format to reflect its international business. More than a quarter of its revenues are from outside its domestic US market and this is forecast to rise to half within five years.

As this was its debut international bond offering, Lucent was keen to offer the paper in its home currency.

It considered a euro-denominated issue but issuing in euros and swapping back into dollars remains costly for US borrowers.

"A 30-year cross-currency spread would have been very expensive," said Bear Stearns, sole book-runner. Some 20 per cent of the issue was bought by investors outside the US, a healthy share given that Lucent is such a strong name at home. It had feared non-US investors

would be crowded out. The bond was priced to yield 88 basis points over the 30-year Treasury and tightened after launch.

Portugal unveiled the latest element of what bankers described as a "moderate approach to raising debt", with a €1.5bn bond, its first euro-denominated issue in the five-year sector.

In January, Portugal issued a 10-year €1.5bn bond and said it would increase the issue at maturity to yield 88 basis points over the 30-year Treasury and tightened after launch.

The issue was sold through a syndication of banks to ensure better international distribution and liquidity. The add-ons will also be sold through auctions, similar to the approach adopted by Austria and replicated by the European Investment Bank in its recently announced "Euros" borrowing programme.

A successful auction of 10-year paper encouraged the authorities to bring forward the launch of the five-year bond, which was priced to yield 7 basis points over the relevant German bund.

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Final terms, not-callable unless stated. Yield agreed (over relevant government bond) at launch supplied by lead manager. \*Unlisted. \*\* Floating rate note. \*\*\*Annual coupon. If fixed re-offer price, (see shown at re-offer level). \$1 Case Equipment Receivables Trust. 5-tranche asset backed, 2-3m Libor +15bp. c) Callable annually from 20/3/03 at par. c) 1% p.a. then 6%. d) Floating with €250m plus 55 days accrued. e) Spread relates to German govt bonds unless stated. f) Spread re French govt bonds. g) Long 1st coupon. h) Oesterliche Pfandbriefe. i) Short 1st coupon.

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# Bear market reigns despite euro rally

## MARKETS REPORT

By Alan Beattie  
and Melanie Carroll

The euro recovered from recent lows yesterday but failed to make a significant climb upwards.

Despite recent talk of the new currency approaching parity with the dollar, the euro rose above the \$1.09 level against the dollar yesterday. But it stopped short of \$1.10, leaving it vulnerable to further falls. The euro closed at \$1.095 against the dollar in London yesterday.

The strength of sterling against the dollar yesterday after the UK's Budget, which some in the market have seen as being mildly expansionary, may have helped the euro.

With the euro's rise yesterday being limited, few in the market thought the currency's downward trend would be reversed.

"This looks like a classic

bear market rally," said Nick Parsons, currency strategist at Paribas in London. "It could go as high as \$1.105, but I don't think we have seen the low of the euro yet."

Mr Parsons said that with the story about the relative strengths of US and euro-zone economies well established, the market needed another excuse to continue selling the euro. "And with only retail sales data out this week, and the market already having priced in a high figure, it doesn't look like it we are going to get it very soon," he said.

Short sterling contracts clawed back some of their losses brought in last July after international sanctions were imposed.

From Thursday, exporters will be able to sell 95 per cent of their foreign exchange earnings at the market rate and 5 per cent at the official rate, replacing the earlier 80/20 split.

The decision increases the possibility that the govern-

ment will soon move back to a single market-based rate, as demanded by the International Monetary Fund.

Ecuador's currency crisis is unlikely to lead to the government pegging the sucro to the dollar via a currency board, market analysts say. Ecuador entered crisis mode this week, with the government announcing two

announcements of the UK Budget.

Having digested analysts' views on the fiscal stance, traders evidently decided that some of late Tuesday's bearish reaction had been a little overdone.

Contracts at the front end of the strip gained up to 7 points yesterday, regaining more than half of the ground lost on Tuesday. Implied base rates now trough at between 5 and 5½ per cent towards late 1999.

The Pakistani government yesterday relaxed some of the foreign exchange restrictions brought in last July after international sanctions were imposed.

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Ecuador's currency crisis is unlikely to lead to the government pegging the sucro to the dollar via a currency board, market analysts say. Ecuador entered crisis mode this week, with the government announcing two

bank holidays to prevent further falls in the currency during a general strike.

Nick Douch, emerging markets analyst at Barclays Capital, said a currency board could provide stability because the government is unable to print money.

It's also about belief: the theory goes that because people can convert to the dollar means that they won't."

But the country has too few reserves to cover a currency board, with \$1.2bn in the bank against \$1.6bn in external debt, he said.

The IMF would only intervene if it decided Ecuador was important enough, he said.

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"The IMF doesn't want debt defaulters but it also doesn't want to lend if it doesn't think the government will do something," Mr Douch said.

In contrast, the Brazilian Real gained some short-term stability this week, closing in London at \$1.8166 against the dollar yesterday.

Markets rewarded the Real after the long-awaited IMF-inspired fiscal package entered the Brazilian congress yesterday. But even if the bill is passed, no benefits will appear until the second half of the year, Mr Douch said.

"In the meantime interest rates must be kept high to stop inflation," he said.

He criticised recent government intervention in the currency markets.

"It's not a nice way out, but I think a recession would do a lot of what is needed to reduce the current account deficit," he added.

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## Poor year for British Columbian forestry

By Scott Morrison  
in Toronto

**British Columbia's forest products industry suffered a disastrous 1998, in which the province's forestry companies lost a combined C\$1bn (US\$860m), according to preliminary figures by PriceWaterhouseCoopers.**

Mike MacCallum, forestry analyst at the professional services company, said the sector's operating profits were not expected to improve markedly this year, although write-downs should not affect the bottom line as much as they did in 1998.

Write-downs, restructuring charges and foreign exchange losses accounted for more than half the industry's losses last year. Pulp was the biggest loser, accounting for C\$400m in after-tax losses. Solid wood accounted for C\$380m.

The only improvement was in newsprint, which had after-tax profits of C\$95m, compared with a C\$85m loss in 1997. Improved results in newsprint were not enough to prevent the province's forestry industry from posting its largest collective loss.

The industry posted a collective loss of C\$132m in 1997, prompting sources to then predict it had hit bottom. Further operating losses are expected in 1999, which would be the fourth consecutive year the sector had lost money.

Mr MacCallum said total 1999 sales by the province's forestry groups were expected to be about C\$15bn, the same as in 1998 but down from C\$16.2bn in 1997.

British Columbia's forestry companies are a significant component of Canada's forest products sector and the province's primary industry. It has been hit hard by high production costs, low commodity prices, weak Asian demand and limited access to the US market.

### COMMODITIES PRICES

#### BASE METALS

##### LONDON METAL EXCHANGE

(Prices from AssOCIATED Metal Trading)

##### ■ ALUMINUM 607 PURITY (5 tons/ton)

| Open                 | High | Low | Vol. | Int. |
|----------------------|------|-----|------|------|
| n/a                  | n/a  | n/a | n/a  | n/a  |
| Total daily turnover | n/a  | n/a | n/a  | n/a  |
| Open Int.            | n/a  | n/a | n/a  | n/a  |
| Total daily turnover | n/a  | n/a | n/a  | n/a  |

##### ■ LEAD (5 tons/ton)

| Open                 | High      | Low     | Vol. | Int. |
|----------------------|-----------|---------|------|------|
| 495.5-55             | 501.5-2   | 495.5-2 | n/a  | n/a  |
| Previous             | 495.5-7.5 | 501-2   | n/a  | n/a  |
| High/low             | 1017.18   | 1027.20 | n/a  | n/a  |
| All Offical          | 1017.18   | 1040.43 | n/a  | n/a  |
| Kerb close           | 1043.5    | 1043.5  | n/a  | n/a  |
| Open Int.            | n/a       | n/a     | n/a  | n/a  |
| Total daily turnover | n/a       | n/a     | n/a  | n/a  |

##### ■ NICKEL (5 tons/ton)

| Open                 | High      | Low     | Vol. | Int. |
|----------------------|-----------|---------|------|------|
| 495.5-55             | 501.5-2   | 495.5-2 | n/a  | n/a  |
| Previous             | 495.5-7.5 | 501-2   | n/a  | n/a  |
| High/low             | 1017.18   | 1027.20 | n/a  | n/a  |
| All Offical          | 1017.18   | 1040.43 | n/a  | n/a  |
| Kerb close           | 1043.5    | 1043.5  | n/a  | n/a  |
| Open Int.            | n/a       | n/a     | n/a  | n/a  |
| Total daily turnover | n/a       | n/a     | n/a  | n/a  |

##### ■ ZINC (Special High Grade 5 tons/ton)

| Open                 | High         | Low       | Vol. | Int. |
|----------------------|--------------|-----------|------|------|
| 1023.5-10            | 1023.5-10    | 1023.5-10 | n/a  | n/a  |
| Previous             | 1022.25      | 1025.10   | n/a  | n/a  |
| High/low             | 1021.15      | 1025.20   | n/a  | n/a  |
| All Offical          | 1021.15-22.0 | 1025.20   | n/a  | n/a  |
| Kerb close           | 1042.3       | 1042.3    | n/a  | n/a  |
| Open Int.            | n/a          | n/a       | n/a  | n/a  |
| Total daily turnover | n/a          | n/a       | n/a  | n/a  |

##### ■ COPPER (Grade A 20 tonnes)

Closes 1018.3 1018.3 1018.3 1018.3

Previous 1376.5-25.00 1376.5-25.00 1376.5-25.00 1376.5-25.00

High/low 1415/1427 1415/1427 1415/1427 1415/1427

All Offical 1368.62 1368.62 1368.62 1368.62

Kerb close 1407.8 1407.8 1407.8 1407.8

Open Int. n/a

Total daily turnover n/a

■ TIN (5 tons per tonne)

Closes 1018.3-10 1018.3-10 1018.3-10 1018.3-10

Previous 1022.25 1025.10 1025.10 1025.10

High/low 1021.15 1025.20 1025.20 1025.20

All Offical 1021.15-22.0 1025.20

Kerb close 1042.3 1042.3 1042.3 1042.3

Open Int. n/a

Total daily turnover n/a

■ CRUDE OIL NYMEX (1,000 barrels/tonne)

Last day's price change High Low Vol. Int.

14.07 +0.22 14.54 13.89 97,433 101.88

14.08 +0.19 14.31 13.74 50,288 105.76

14.09 +0.16 14.26 13.76 50,928 99.459

14.10 +0.07 14.17 13.80 5,558 24,078

14.11 +0.12 14.20 13.85 5,129 20,558

14.12 +0.21 14.21 13.92 5,142 15,033

14.13 +0.16 14.18 13.92 5,142 14,723

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14.54 +0.16 14.18 13.92 5,142 14,723</p

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### **Offshore Insurances and Other Funds**

## **LONDON SHARE SERVICE**

## LONDON SHARE SERVICE

## LONDON STOCK EXCHANGE

**Bulls emerge as winners after day-long struggle****MARKET REPORT**By Steve Thompson,  
UK Stock Market Editor

A sense of anti-climax pervaded much of the blue chip end of London's equity market yesterday as many stock prices slipped away during a relatively subdued post-Budget trading session.

After a last gasp tussle between the market's optimists and pessimists, the FTSE 100 was left with a hard-won 3% gain at 6,241.5.

That was a far cry from its early showing which saw the index drop just short of 70

points to well below the 6,200 mark.

But the weakness that affected blue chips for much of the day did not envelop the whole market. The mid and smallcap indices showed a marked reluctance to give back any of their recent strong gains.

The FTSE 250 extended its winning sequence to 13 straight sessions, during which time the index - up 33.3 to 5,409.0 yesterday - has risen more than 250 points or 4.9 per cent.

Similarly, the FTSE Small-Cap index has enjoyed a strong run, rising for five

consecutive sessions and 12 out of the past 13 trading days.

Up 11.2 at 2,334.0 yesterday, the SmallCap has advanced 87.64, or 3.9 per cent, during those 13 days.

Dealers were surprised at the extent of the market's early setback which they said was more a reflection of Wall Street's poor showing overnight - the Dow Jones Industrial Average finished 33 points lower - than disillusionment with Gordon Brown's third Budget.

On the contrary, the Budget proposals drew a mostly enthusiastic response from

the press and from many strategists.

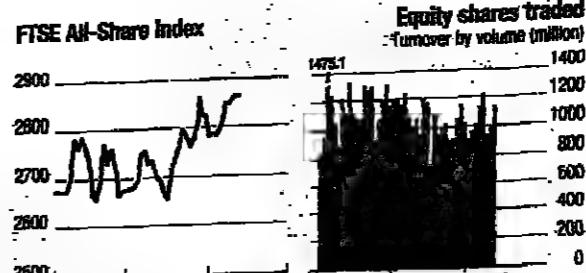
In its Budget review, the strategy team at BT Alex Brown described the overall proposals as "good for equities, bad for bonds," saying: "The equity market is likely to take heart from Mr Brown's Budget. In the very short run, the FTSE 100 may even hit new highs." But it warned that "the upside is likely to be constrained by a backlog in gilt yields".

Dresdner Kleinwort Benson's team said: "Market earnings should be boosted by around 1.5 per cent in 1999/2000. A sense of relief

should be felt by all but UK industrials."

The market's late burst of strength owed much to a strong drive by Reuters, whose shares became Footsie's best performers following a strategic review outlined to analysts and institutions in London.

Earlier in the day, bank shares had provided a prop for the FTSE 100 as speculators chased the perceived takeover targets - Abbey National and Alliance & Leicester - after the surprise hostile bids for French banks Paribas and SocGen, launched by BNP.



Indices and ratios

|                          | Best performing sectors | Worst performing sectors |      |
|--------------------------|-------------------------|--------------------------|------|
| 1 Building Mats & Metals | +2.2                    | 1 Tobacco                | -3.2 |
| 2 Basic Fds              | +1.7                    | 2 Oil Exploration & Prod | -2.7 |
| 3 Support Services       | +1.4                    | 3 Financial Institutions | -2.1 |
| 4 Leisure & Hotels       | +1.4                    | 4 Extractive Industries  | -1.5 |
| 5 Residential            | +1.3                    | 5 Electricity            | -1.4 |

Turnover in equities

picked up during the afternoon, finishing at 1.15bn shares.

**FUTURES AND OPTIONS**

|           | FTSE 100 INDEX FUTURES (JPF) £10 per full index point |
|-----------|---|
| Open      | 5401.0  |
| Settle    | 5404.0  |
| Close     | 5428.0  |
| High      | 5430.0  |
| Low       | 5427.0  |
| Est. vol  | 28841   |
| Open Int. | 12453   |
| Mar       | 0   |
| 3148      |   |

|           | FTSE 250 INDEX FUTURES (JPF) £10 per full index point |
|-----------|---|
| Open      | 5401.0  |
| Settle    | 5401.0  |
| Close     | 5401.0  |
| High      | 5401.0  |
| Low       | 5401.0  |
| Est. vol  | 0   |
| Open Int. | 7357  |
| Mar       | 0   |
| 3148      |   |

|           | FTSE 100 INDEX OPTION (JPF) £10 per full index point |
|-----------|--|
| Open      | 5401.0   |
| Settle    | 5401.0   |
| Close     | 5401.0   |
| High      | 5401.0   |
| Low       | 5401.0   |
| Est. vol  | 0  |
| Open Int. | 7357   |
| Mar       | 0  |
| 3148      |  |

|           | EURO STOXX 50 INDEX OPTION (JPF) £10 per full index point |
|-----------|---|
| Open      | 5401.0  |
| Settle    | 5401.0  |
| Close     | 5401.0  |
| High      | 5401.0  |
| Low       | 5401.0  |
| Est. vol  | 0   |
| Open Int. | 7357  |
| Mar       | 0   |
| 3148      |   |

T long/short equity options.

Highs &amp; Lows shown on a 52 week basis

## WORLD STOCK MARKETS

|                                      | +/-  | High  | Low   | Yld   | Prc   |     | +/- | High | Low   | Yld  | Prc  |     | +/- | High    | Low    | Yld   | Prc    |        | +/-    | High  | Low    | Yld | Prc  |     |      |     |
|--------------------------------------|------|-------|-------|-------|-------|-----|-----|------|-------|------|------|-----|-----|---------|--------|-------|--------|--------|--------|-------|--------|-----|------|-----|------|-----|
| <b>EUROPE (EMU) Prices in €</b>      |      |       |       |       |       |     |     |      |       |      |      |     |     |         |        |       |        |        |        |       |        |     |      |     |      |     |
| Austria (Mar 10) 1 € = 13.705000 Sch |      |       |       |       |       |     |     |      |       |      |      |     |     |         |        |       |        |        |        |       |        |     |      |     |      |     |
| Belgium (29)                         | -0.7 | 13.67 | -1.07 | 13.50 | 10.52 | 5.1 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | Blended | 35.95  | -0.59 | 25.60  | 33.00  | 25.13  | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Denmark (29)                         | -0.5 | 12.65 | -0.55 | 12.50 | 10.52 | 5.1 |     | 158  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BSEV    | 132.5  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Egypt (29)                           | -0.5 | 11.95 | -0.55 | 11.80 | 9.88  | 1.2 |     | 154  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 184.83 | -7.78 | 12.4   | 113.50 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Finland (29)                         | -0.5 | 15.85 | -0.55 | 15.70 | 12.52 | 1.2 |     | 157  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 196.5  | -7.78 | 12.4   | 113.50 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| France (724)                         | -0.5 | 15.85 | -0.55 | 15.70 | 12.52 | 1.2 |     | 157  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 196.5  | -7.78 | 12.4   | 113.50 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Germany (724)                        | -0.5 | 15.85 | -0.55 | 15.70 | 12.52 | 1.2 |     | 157  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 196.5  | -7.78 | 12.4   | 113.50 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Iceland (29)                         | -0.5 | 15.85 | -0.55 | 15.70 | 12.52 | 1.2 |     | 157  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 196.5  | -7.78 | 12.4   | 113.50 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Ireland (29)                         | -0.5 | 15.85 | -0.55 | 15.70 | 12.52 | 1.2 |     | 157  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 196.5  | -7.78 | 12.4   | 113.50 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Italy (724)                          | -0.5 | 15.85 | -0.55 | 15.70 | 12.52 | 1.2 |     | 157  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 196.5  | -7.78 | 12.4   | 113.50 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Netherlands (29)                     | -0.5 | 15.85 | -0.55 | 15.70 | 12.52 | 1.2 |     | 157  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 196.5  | -7.78 | 12.4   | 113.50 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Portugal (29)                        | -0.5 | 15.85 | -0.55 | 15.70 | 12.52 | 1.2 |     | 157  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 196.5  | -7.78 | 12.4   | 113.50 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Spain (30)                           | -0.5 | 15.85 | -0.55 | 15.70 | 12.52 | 1.2 |     | 157  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 196.5  | -7.78 | 12.4   | 113.50 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Sweden (29)                          | -0.5 | 15.85 | -0.55 | 15.70 | 12.52 | 1.2 |     | 157  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 196.5  | -7.78 | 12.4   | 113.50 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| United Kingdom (29)                  | -0.5 | 15.85 | -0.55 | 15.70 | 12.52 | 1.2 |     | 157  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 196.5  | -7.78 | 12.4   | 113.50 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| EUROPE (Mar 10) 1 € = 10.330000 Frs  |      |       |       |       |       |     |     |      |       |      |      |     |     |         |        |       |        |        |        |       |        |     |      |     |      |     |
| Ackroa (20)                          | -0.5 | 14.49 | -0.55 | 14.35 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Arbed (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Ateliers (20)                        | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Betim (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Betim (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Betim (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Betim (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Betim (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Betim (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Betim (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Betim (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Betim (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Betim (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Betim (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    | 159.9  | -0.55 | 100.50 | 124.00 | 121.50 | 13.56 | Median | 228 | -1.1 | 185 | 18.4 | MES |
| Betim (20)                           | -0.5 | 13.80 | -0.55 | 13.65 | 12.50 | 1.2 |     | 145  | -0.01 | 2.00 | 12.4 | 5.1 | 6.7 | BEST    |        |       |        |        |        |       |        |     |      |     |      |     |

3:37 pm March 7/

## **NEW YORK STOCK EXCHANGE PRICES**

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| GLOBAL EQUITY MARKETS     |               |               |               |               |               |                              |        |                  |            |         |         |           |
|---------------------------|---------------|---------------|---------------|---------------|---------------|------------------------------|--------|------------------|------------|---------|---------|-----------|
| US INDICES                |               |               |               |               |               |                              |        |                  |            |         |         |           |
| <b>US DATA</b>            |               |               |               |               |               | <b>GLOBAL EQUITY MARKETS</b> |        |                  |            |         |         |           |
| <b>IN MARKET ACTIVITY</b> |               |               |               |               |               | <b>GLOBAL EQUITY MARKETS</b> |        |                  |            |         |         |           |
| Mar Jones                 | Mar 9         | Mar 8         | Mar 5         | 1998/99       | High          | Low                          | Stocks | Mar 9            | Mar 8      | 1998/99 | High    |           |
| Industries                | 8883.75       | 8727.61       | 8726.00       | 5783.00       | 7539.07       | 5783.00                      | 41.22  | 9700             | 9700       | 9700    | 9700    |           |
| Home Bonds                | 104.21        | 104.44        | 104.30        | 104.00        | 104.00        | 104.00                       | -0.17  | NYSE             | 923.740    | 914.620 | 934.050 | 914.000   |
| Transport                 | 3300.05       | 3280.40       | 3212.79       | 3240.00       | 3308.02       | 3232.00                      | -12.32 | Amer             | 23.70      | 22.94   | 26.03   | 22.00     |
| Utilities                 | 255.01        | 259.23        | 251.51        | 256.00        | 252.05        | 252.05                       | -16.53 | NASDAQ           | 1037.05    | 978.005 | 954.844 | 944.000   |
| DJ Ind. Div. Yield        | 855.55/852.02 | 854.00/851.00 | 854.00/851.00 | 854.00/851.00 | 854.00/851.00 | 854.00/851.00                | -0.02  | 9700             | 9700       | 9700    | 9700    |           |
| Standard & Poor's         | 876.00/874.00 | 876.00/874.00 | 876.00/874.00 | 876.00/874.00 | 876.00/874.00 | 876.00/874.00                | -0.02  | 9700             | 9700       | 9700    | 9700    |           |
| Composite                 | 1270.84       | 1272.73       | 1257.47       | 1282.73       | 1277.00       | 1282.73                      | -4.40  | 9700             | 9700       | 9700    | 9700    |           |
| Industrials               | 1534.14       | 1540.57       | 1527.93       | 1531.85       | 1577.40       | 1591.85                      | -3.52  | Campbell         | 15,381.000 | 324.000 | 337.000 | 324.000   |
| Financials                | 141.35        | 140.04        | 140.50        | 147.00        | 145.00        | 147.00                       | -7.13  | Conoco           | 154.00     | +19     | +12.8   | 154.00    |
| Others                    | NYSE Comp.    | 802.93        | 804.10        | 802.14        | 811.00        | 811.00                       | -4.64  | AT&T             | 1,148.000  | 854.000 | 854.000 | 854.000   |
| Amer Corp                 | 711.45        | 712.18        | 707.41        | 703.00        | 593.07        | 710.00                       | -1.74  | Delta            | 9,524.000  | +24     | +12.5   | 9,524.000 |
| NASDAQ Corp               | 2352.84       | 2347.02       | 2337.11       | 2310.00       | 2310.00       | 2310.00                      | -54.87 | Disney           | 4,627.000  | 342.000 | 342.000 | 342.000   |
| Resell 2000               | 395.20        | 400.06        | 398.01        | 401.00        | 310.28        | 401.00                       | -12.36 | Appl Pwr A       | 2.16       | -2.6    | -8.4    | 2.16      |
| FTSE Eurotop 300          | 1230          | 1220          | 1210          | 1220          | 1220          | 1220                         | -10    | FTSE Eurotop 300 | 1230       | 1220    | 1210    | 1220      |
| EURO STOXX                | 9400          | 9300          | 9200          | 9300          | 9200          | 9200                         | -10    | EURO STOXX       | 9400       | 9300    | 9200    | 9200      |
| EURO STOXX 50             | 1200          | 1190          | 1180          | 1190          | 1180          | 1180                         | -10    | EURO STOXX 50    | 1200       | 1190    | 1180    | 1180      |
| EURO STOXX 600            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 600   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 100            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 100   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 300            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 300   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 500            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 500   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 600            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 600   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 100            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 100   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 300            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 300   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 500            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 500   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 600            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 600   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 100            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 100   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 300            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 300   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 500            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 500   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 600            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 600   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 100            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 100   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 300            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 300   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 500            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 500   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 600            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 600   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 100            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 100   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 300            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 300   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 500            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 500   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 600            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 600   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 100            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 100   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 300            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 300   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 500            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 500   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 600            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 600   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 100            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 100   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 300            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 300   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 500            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 500   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 600            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 600   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 100            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 100   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 300            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 300   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 500            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 500   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 600            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 600   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 100            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 100   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 300            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -10    | EURO STOXX 300   | 1220       | 1210    | 1200    | 1200      |
| EURO STOXX 500            | 1220          | 1210          | 1200          | 1220          | 1210          | 1210                         | -      |                  |            |         |         |           |

# STOCK MARKETS

## Surprise BNP move fails to inspire equities

### WORLD OVERVIEW

A surprise hostile bid in the French banking system failed to do much to inspire world equity markets yesterday, writes Philip Coggan.

The bid by BNP for Société Générale and Paribas caused plenty of excitement in the European banking sector. Analysts reckoned that, if the deal went through, it would spur other leading groups into action.

The Paris market edged

higher on the news but Frankfurt fell more than 1 per cent and the Euro Neuer Market, which specialises in smaller companies, fell nearly 5 per cent in response to investor worries about growth prospects at one of its star performers, Mobilcom.

Asian markets had enjoyed a pretty buoyant day with the Tokyo bourse in particular being carried higher by further reaction to Sony's restructuring plan,

which investors hoped would set an example to other Japanese businesses. The Nikkei 225 average gained 2.5 per cent and consolidated its position above the 13,000 level.

Wall Street started in rather mixed fashion, despite the encouragement given by Alan Greenspan, the US Federal Reserve chairman.

Speaking at a conference on Tuesday, Mr Greenspan said: "Growth of output has

remained vigorous, unemployment is lower than it has been in nearly 30 years and yet, despite the tightness in labour markets, there have been no obvious signs of emerging inflation pressures."

Those comments appeared to calm fears that the Federal Reserve was about to raise interest rates, after some strong US economic data recently.

However, Lombard Street Research argues that US

inflation, now 1.7 per cent, could reach 3 per cent by the end of this year and 4 per cent by the end of 2000.

Lombard Street argues that US inflation "has been held down mainly by reductions in import and oil prices, and the knock-on effect of brutal worldwide manufacturing competition on US industry."

"Inflation would have been nearly 2 per cent higher during 1998 without these benefits."

The economists add that recent rapid growth has left US gross domestic product 2.7 per cent above productive potential and 1999 will see continued above potential growth. Import and oil prices are not expected any longer to provide a deflationary offset to excessive domestic demand."

The resulting rise in inflation, believes Lombard, will drive bond yields towards 7 to 7 per cent in the next few months.

### EMERGING MARKET FOCUS

## Budapest takes another beating

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